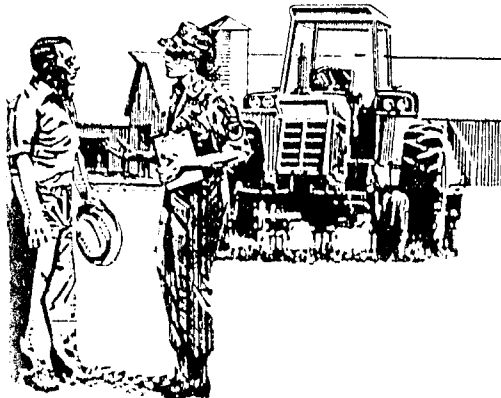


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Developing Exemplary Civilian-Military Relationships



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ESIDENT'S ECONOMIC ADJUSTMENT COMMITTEE

Developing Exemplary Civilian-Military Relationships



Report Prepared by:

President's Economic Adjustment Committee
Office of Economic Adjustment
Office of the Secretary of Defense
(Force, Management and Personnel)
The Pentagon, Washington, D.C. 20301-4000

July 1989

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THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

FORCE MANAGEMENT
AND PERSONNEL

July 1989

Commanders of Military Installations and Community Officials

This report provides information on exemplary relationships between military installations and their nearby civilian communities. It presents two studies: "MIS Report" (Management Information Services Report) and "Special Data Issue, Military-Civilian Relations--1988".

The International City Management Association (ICMA) performed this study in cooperation with the Office of Economic Adjustment (OEA), Office of the Secretary of Defense.

OEA serves as the permanent staff of the President's Economic Adjustment Committee whose primary purpose is to assist communities suffering adverse impacts caused by Defense realignment decisions. ICMA is a professional association consisting of appointed administrators serving cities, counties, regional councils, and other local governments.

We hope the information contained in this report will help you develop similar positive military/civilian relationships.

Robert M. Rauner

Robert M. Rauner
Director
Office of Economic Adjustment

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ACKNOWLEDGMENTS

This report was prepared under the guidance of Pamela A. Doyle, OEA. The report's primary author is Mr. William D. McClellan, ICMA.

We received unmeasured support from Congressional delegations, governors and mayors, many local leaders, military installation commanders and their personnel, the ICMA Project Advisory Committee, and innumerable volunteers. We are grateful for their help.

In addition, we want to recognize representatives from OEA and ICMA who made numerous contributions to the successful completion of the study. They and others are identified in the Points of Contact portion of this report.

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INTRODUCTION

BACKGROUND

OEA presents this report as the product of a cooperative arrangement with ICMA.

This study originally proposed that ICMA analyze effective local military/civilian working relationships developed through community/base councils. However, it soon became evident that not all military/civilian communities operate such councils. Nevertheless, they often did cooperate through other means, such as a chamber of commerce or the Navy League. How these other vehicles maintained exemplary military/civilian relationships also became important to the investigation.

The research is presented here in two parts:

1. The MIS Report records the results of site visit interviews with six military installation commanders and the city managers of nearby communities and focuses on a particular problem such as land use, encroachment, or housing.
2. The Special Data Issue, Military-Civilian Relations--1988 tabulates the responses to a questionnaire by over 1000 city managers. ICMA used their Urban Service, a division which has a listing of all ICMA members, to disseminate the survey to city managers of communities where Department of Defense (DoD) installations are present.

Selection as a case study for the MIS Report was based on responses to the questionnaire received during the survey effort.

To accomplish this effort, advice at each step in the review process was obtained from an OEA team, composed of military and DoD civilian advisors; an ICMA team, composed of staff and survey experts; and an ICMA advisory committee, composed of seven local city managers.

PROBLEM

DoD installations can substantially affect their neighboring communities. In turn, some of these municipalities provide certain basic services; e.g., fire and rescue, that may assist the Defense installation. Therefore, a positive working relationship between these two communities can produce important mutual benefits.

OBJECTIVE

The study objective was to produce a report that would help military installations and neighboring communities work together more effectively by developing positive relationships.

METHOD

The project plan consisted of three parts:

1. FACT FINDING by researching the types of community/base relationships that exist;
2. REVIEW of six case studies of exemplary community/base practices; and,
3. GUIDANCE provided by the OEA and ICMA teams and an advisory committee to promote the project's work.

1. FACT FINDING

The research portion of the project focused on four dimensions of community/base relationships:

- a. operational, e.g. delivery of services;
- b. policy/management, e.g. land use;
- c. social/human relationships, e.g. recreation; and,
- d. economic benefits/costs, e.g. procurement, payroll.

2. REVIEW

Over 1000 survey responses were reviewed. From them six case studies were selected for on-site interviews. The military installations and their neighboring civilian communities were selected based upon four criteria:

- a. survey responses by the city managers: positive and negative;
- b. two from each Military Department: Army, Navy and Air Force;
- c. size of installation: small, medium, and large; and,
- d. geographic location of installation: north, south, east and west.

The military installations and their neighboring communities selected were:

ARMY:	Fort Huachuca - Sierra Vista, Arizona Fort Belvoir - Fairfax County, Virginia
NAVY:	U. S. Naval Air Station - Meridian, Mississippi Marine Corps Combat Development Command Quantico, Prince William County, Virginia
AIR FORCE:	Shaw Air Force Base - Sumter, South Carolina Castle Air Force Base - Atwater, California

3. GUIDANCE

OEA, ICMA and the Advisory Committee guided the project by:

- a. designing the survey and sending it to city managers in communities with Defense installations;
- b. reviewing the survey responses;
- c. selecting six neighboring communities and installations for conducting the on-site interviews; and,
- d. producing the enclosed reports which describe:
 - (1) the common problems and issues that face both community leaders and base commanders;
 - (2) the formal and informal community/base organizations;
 - (3) the methods of successful military and civilian communities that deal with common problems and issues;
 - (4) a variety of ways to share information between social jurisdictions and Defense installations nationally.

RESULTS

The MIS Report and Special Data Issue show how positive relationships between installations and communities can bring mutual benefits and portray many of the factors that lie behind these relationships.

SECTION I - MIS REPORT



MIS REPORT

VOLUME 20 / NUMBER 12 DECEMBER 1988



DEVELOPING EXEMPLARY CIVILIAN-MILITARY RELATIONS

Many communities in the United States are located near a Department of Defense (DoD) activity or military installation. In FY 87 these installations, located in all fifty states, spent \$84.5 billion dollars on total personnel compensation and another \$133.3 billion on various contracts. Many of these dollars represent discretionary spending by civilian, active duty military, and retired military personnel and non-competitive contract awards to, and purchases from, small businesses, and disadvantaged or minority owned businesses.

The continued existence of a military installation may, in the final measure, be a function of how well its presence is accepted over the years by the community; the economic viability of the community may depend on the continued operation of the military installation.

This report investigates the dimensions of civilian-military relations. It examines how good relations are manifested in several communities. It shows how these communities and their neighboring military installations have gone beyond recognizing each other's existence to a vigorous, dynamic posture of exemplary civilian-military relations.

VOLUME 20 / NUMBER 12
DECEMBER 1988

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These reports are intended primarily to provide timely information on subjects of practical interest to local government administrators, department heads, budget and research analysts, administrative assistants, and others responsible for and concerned with operational aspects of local government.

MIS Reports are issued as part of a subscription service available to all local governments. A subscription to the Management Information Service includes unlimited access to the MIS Inquiry Service—backed up by the ICMA automated data base; the MIS Bulletin; Info Packets; and other publications.

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- 10/88 Purchasing Management
- 11/88 Emergency Medical Services Systems

Developing Exemplary Civilian-Military Relations

William D. McClellan, the author of this month's report, received an MPA from George Washington University in May 1988. He is currently project manager for a research effort jointly funded by ICMA, DoD's Office of Economic Adjustment, and the Federal Emergency Management Administration. Mr. McClellan served in the U.S. Navy from 1963 to 1985.

This report is based on interviews conducted at six local government-military installation pairs during the summer of 1988. Ms. Pam Doyle and team members from the Office of Economic Adjustment reviewed and commented on the draft manuscript.

WHY HAVE GOOD CIVILIAN-MILITARY RELATIONS?

Good relations between the military personnel at any installation and the citizens of the communities near that installation are the culmination of a great deal of hard work by both parties. In most cases this hard work continues over a long period of time, in some cases, over generations. The willingness to pay for good relations by investing time and money in them seems to validate the outcome. But why bother to make the investment in the first place?

The reason is that a good relationship between a community and a military installation makes good management sense. Managers know that a good part of success is measured by how efficiently and effectively they allocate resources: time, people, and physical assets. A good relationship with a nearby military installation not only reduces the demand the extra population can put on local services, but also brings to the community a variety of resources beyond the economic benefits of the installation.

In the past, some managers have bemoaned the fact that relations with the military installation in their communities were not as good as they might be or, in some cases, did not exist. Poor civilian-military relations are usually defined in terms of lawlessness (making it necessary to employ more police), destruction of community property (increasing repair and replacement costs), and demand for increased local services without the contribution of taxes. Managers in adversely affected communities have had to expand personnel time and physical assets to cope with problems created.

At the same time, military managers in these places have had to spend more time with disciplinary cases, have had fewer personnel available to accomplish the installation's mission, and have had to devote addi-

tional resources to compensate for damage caused by military personnel.

Traditionally, the area immediately outside the entrance to a military installation was a collection of beer joints, pawn shops, and used car dealers. As relations ebbed and flowed, business was either good or bad. Unscrupulous business enterprises that attempted to separate soldiers, sailors, or airmen from their paychecks soon found their establishments off-limits to military personnel. (It is a punishable offense for a military person to be found on the premises of an off-limits establishment.) Extremely bad relations meant the loss of business income and tax revenues for the local community.

Sometimes, in the face of deteriorating relations, military leaders attempted to provide all necessary social and recreational amenities within the boundaries of the installation. As a result of this "back inside the fort and close the gates" mentality, military personnel and their families did not participate in community activities or provide volunteer services to the community. After their tour of duty was up, or when they retired from the service, they chose not to live in the community. The community lost both the income potential of these individuals and their technical skills and knowledge.

In summary, communities that don't maintain good relations with a neighboring military installation consume resources dealing with the resulting problems. They lose business activity, forego tax revenues, do not benefit from the increased technical skills base, and miss out on the volunteer capabilities of the families of active duty and retired personnel. In some communities with poor civilian-military relations the local economy is not able to show real growth; it only expands and contracts with the installation's budget. Local government managers in communities with poor

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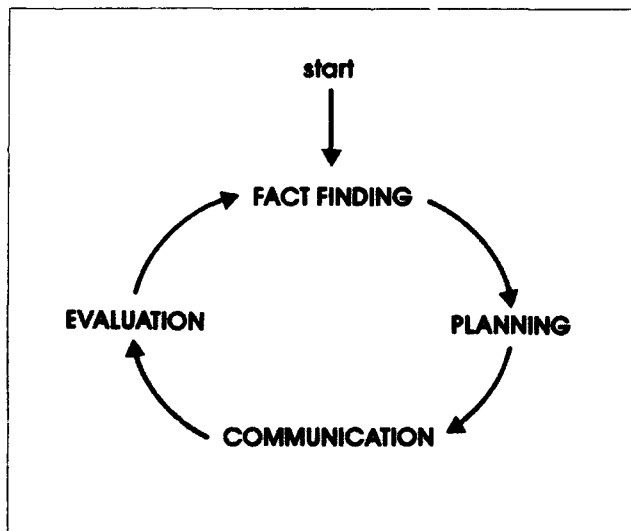
civilian-military relations lose the flexibility to solve community problems efficiently and effectively.

THE BASICS OF GOOD CIVILIAN-MILITARY RELATIONS

A Military Model

Each of the military services maintains an active public affairs program. The individual programs suggest ways for military commanders to develop or improve relations with the surrounding communities. One aspect of each service's public affairs program is the notion of "community relations." The Air Force, for example, suggests that good community relations may be developed using a four-step "public affairs cycle." Graphically depicted, it would look like Figure 1. A community and installation desiring to establish or improve their relationship may well want to explore this methodology.

FIGURE 1 —The public affairs cycle.



The implication is that community relations never reach a steady state; they are always changing. These four consecutive types of activity are defined in the following paragraphs.

Fact finding. A number of questions need to be answered: What is the level of command-community support for establishing or improving civilian-military relations? Are those who will execute the plan committed to it? Is there a consensus? If not, the local commander and civic leaders should work on consensus building in their respective areas.

Why does the military installation or community need to attain good relations? What will be the social outcome or productivity improvement? For instance: Is

the installation unable to hire necessary workers from the local labor market? Are disciplinary cases and law enforcement becoming a problem? Obviously, good community relations will result in greater social activity, but will the community members feel intimidated by this activity? Do they have the resources to participate in the programs? Can they afford it? What are the customs and traditions in the community? What are the cultural norms in the community? What is the history of civilian-military relations in the community? What is the physical impact of the installation on the community? Are there safety or environmental concerns? What are the issues, problems, and interests of both parties as a result of being neighbors (flood control, snow removal, insect infestation, etc.)?

Planning. After the facts have been analyzed, joint plans can be made to change the output or outcome in those areas deemed important to the community relations program. The desired result is expressed in measurable terms, and the resources—people, time and materials—needed to accomplish the task are identified.

Communication. The creation of a community relations plan does not ensure the establishment and maintenance of good civilian-military relations. The key element in the cycle is open, honest, frequent, and effective communication. Communication involves an exchange of ideas and personal values. Good communication ensures that all ideas and values receive consideration and that none are denigrated or ignored. Communication is essential to building a community consensus on issues, problems, and interests. One-sided solutions will result from poor communication.

Evaluation. The evaluation step is as important as any of the other steps in the community relations cycle. Just as in operations analysis or performance auditing, the effort should be evaluated in terms of results. Was a poor situation corrected? Are sufficient communication lines in place to give "early warning" of deteriorating relations? Are the resources currently committed sufficient to accomplish goals? Have new issues, problems, interests, and, most importantly, opportunities surfaced as a result of community and military efforts?

The cycle never ends. Good civilian-military relations are a product of a continuing effort by both parties.

The Base-Community Council

To facilitate civilian-military relations, some communities and installations have used a base-community council to keep open the lines of communication between them.

The council is usually composed of senior military officers and civic leaders, department heads from both sides, and other interested parties. There is usually an executive committee consisting of policy-making officials from both sides that can quickly resolve many

problems by making, eliminating, or modifying policy at the appropriate point. The council usually meets quarterly, although base and community officials may meet more frequently.

Subcommittees of the base-community council may be either standing or ad hoc, depending on the amount of participation that can be expected. Figure 2 shows a typical council organization.

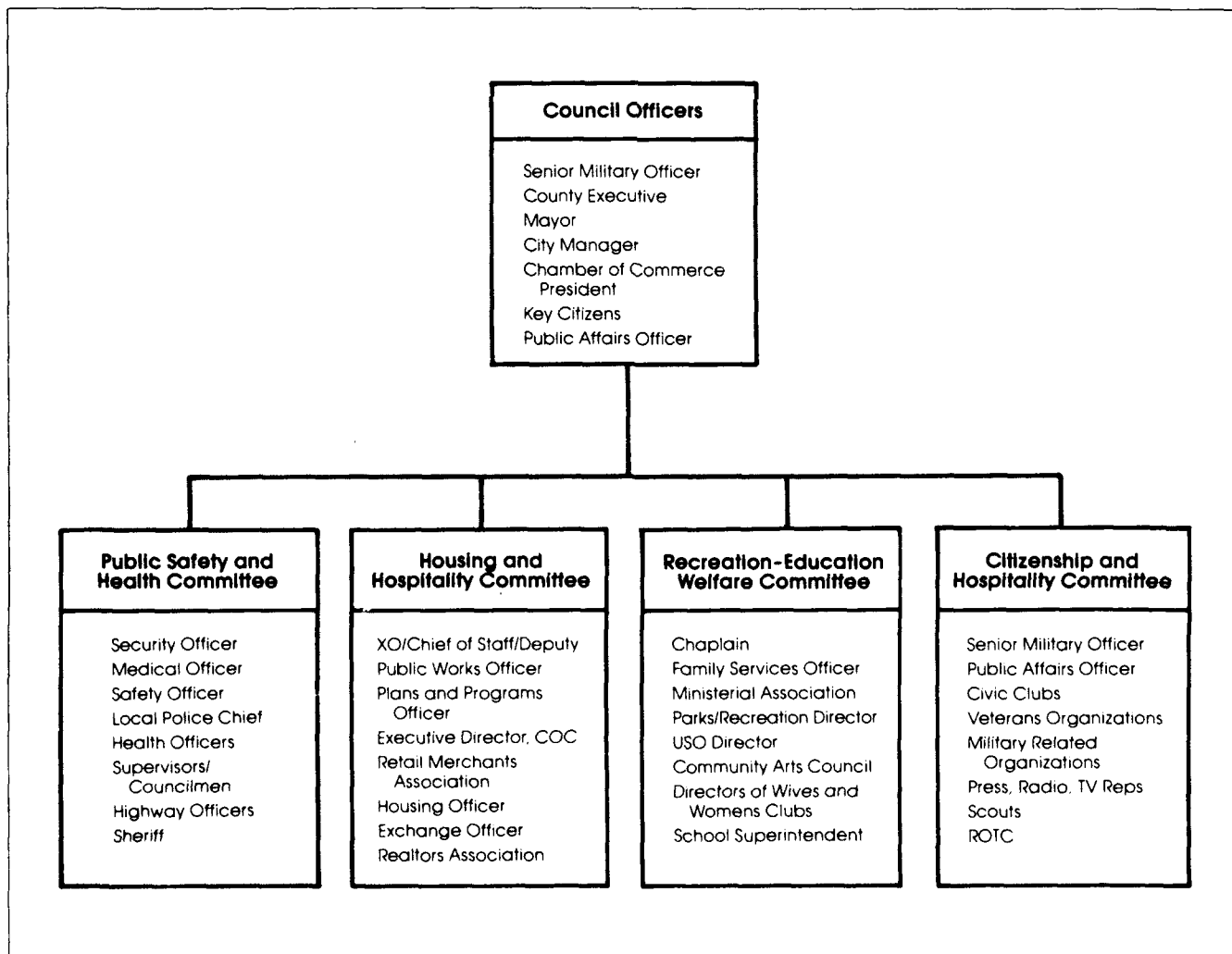
In almost every community there are many service organizations, fraternal organizations, professional societies, business related groups, charities, and religious groups that are all potential resources for establishing, improving, or maintaining civilian-military relations. These include chambers of commerce, military service organizations (Navy League, Air Force Association, Association of the U.S. Army, etc.), and other social and professional groups. Representatives from these groups may serve on the base-community council, or they may establish their own civilian-military links.

Whether or not a base-community council exists may well be a function of the interest exhibited toward such an organization by the community outside the gates of the installation. If the community is interested in forming such an organization, the military commander is both authorized and encouraged to participate in the council.

Multiple Bases, Multiple Communities

In many locations, particularly in the western and southern United States, there is more than one military installation near a community. Moreover, the size of some of these military installations is not measured in acres but in hundreds of square miles. One community may feel the economic impact of more than one installation, or many communities around one installation may be equally affected. In these cases, the base-community

FIGURE 2—Typical base-community council organization.



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council organization can be modified to include all interested parties. In southern California's high desert, for example, six military installations have joined with ten communities to form the High Desert Civilian-Military Affairs Council.

The location of several military installations in a single state may cause a unique set of problems and exacerbate already existing ones. The problems and opportunities created by a massive DoD presence go beyond political and geographical boundaries. They transcend normal intergovernmental relations and are beyond the province of normal civilian-military relations. In Virginia, the governor's office has formed the Virginia Military Advisory Council to deal with macro issues presented by the large military presence in that state.

In the two years of its existence, the Council has addressed such issues as DoD participation in the efforts to clean up the Chesapeake Bay through banning the sale of phosphate detergents in military commissaries and exchanges; integration of emergency and disaster response capabilities; Family Advocacy Programs (spousal and child abuse); broadened protections under the Virginia Landlord-Tenant Act for transferred military personnel; proposed legislation to help dependents of nonresident military personnel qualify for in-state tuition rates at Virginia colleges; and simplification of local vehicle license requirements and state driver's license requirements.

Limitations on Military Participation

Participation by military personnel in activities with civilian organizations is limited under guidance set forth by the Secretary of Defense. Although the guidance is broad and leaves each uniformed service a lot of latitude in the implementation of its own community relations program, it does restrict the options available to the local military commander. Each commander is limited in four ways when he or she considers whether to authorize military participation in a local project or event:

- Program criteria—The purpose of the program must be contained on the DoD list of approved program types.
- Sponsor criteria—The program sponsors or sponsoring organizations must conform to certain guidelines.
- Site criteria—The admission, seating, ownership, and location of facilities for the event or activity must meet criteria dealing with the concepts of selective benefit and unlimited access.
- Support criteria—The activity must be "reasonably expected to bring credit on the individual or the Armed Forces" and participation must not entail additional cost for the government.

BEYOND THE BASICS OF GOOD RELATIONS

Many communities have established relations with their neighboring military installation. They have started a base-community council; community leaders go to all the base open houses and invite service members and their families to community celebrations. Still, nagging little occurrences keep the community and installation in an "us" and "them" frame of mind. Why have some base-community relations flourished while others have floundered? Why do some communities seem to "get everything" from the military while others only get "sorry"?

ICMA members, some frustrated by less-than-ideal relations with nearby installations, ask these questions and others concerning dealings with military installations. In late 1987, ICMA and DoD's Office of Economic Adjustment, through a cooperative agreement with the Federal Emergency Management Agency (FEMA), set out to look for the answers.

As part of the investigation, ICMA mailed a survey entitled "Military/Civilian Relations—1988" to local government officials across the country. Based on an evaluation of the responses to that survey, the ICMA-DoD team chose six locations for further investigation, to learn the dimensions and dynamics of the civilian-military relationship. What were some of the mechanisms and programs that cause survey respondents to add glowing comments to the survey? Why were some communities able to maintain superlative relations for periods as long as 35 years? What sorts of programs and exchanges between the installation and community made the relationship seem special? How did the two parties handle such issues as encroachment, mutual support agreements, emergency management, and other problems?

The case studies reported later in this report represent a small portion of the findings of the site investigation team. No representation of a right or sure-fire way to attain exemplary civilian-military relations should be inferred, but if the shoe fits. . . .

COMMON PROGRAMS AND OBSERVATIONS

The ICMA-DoD survey and the field interviews confirmed that communities located near military installations have many programs and relationships in common. Operational agreements, land-use planning, joint training and the role of the retired community are common elements that are discussed here. The six case studies that follow examine these and other areas in greater depth.

Operational Relationships

In several operational areas, military installations and neighboring local governments routinely develop

working agreements to share resources. Figure 3 illustrates how the mutual support agreements reported in the ICMA-DoD survey are distributed among several operational areas. Figure 4 shows which party is usually the provider in each of these areas.

Law enforcement. Federal law prohibits the use of military forces to search for or apprehend persons suspected of violating civil law. This means that in most cases a local government cannot summon aid from a nearby military installation to maintain the peace—in legal terms, federal law restricts posse comitatus. However, in areas where there is concurrent legal jurisdiction, or when an individual is suspected of having committed a federal crime, civilian and military law enforcement officers can and do join forces.

Military installations often have special resources, such as explosive ordnance disposal units, tracking dogs, or weapons training ranges, that may be made available to local law enforcement agencies on a case-by-case basis.

Fire protection. Virtually all local governments enter into mutual aid pacts with their adjoining military installation for firefighting personnel and equipment. These agreements routinely provide for on-call response by either party. In cases where there may be a military aircraft accident off the installation, the agreement cedes crash site authority to military units when they arrive. Usually, both parties agree to waive reimbursement for costs incurred in responding to a call for assistance.

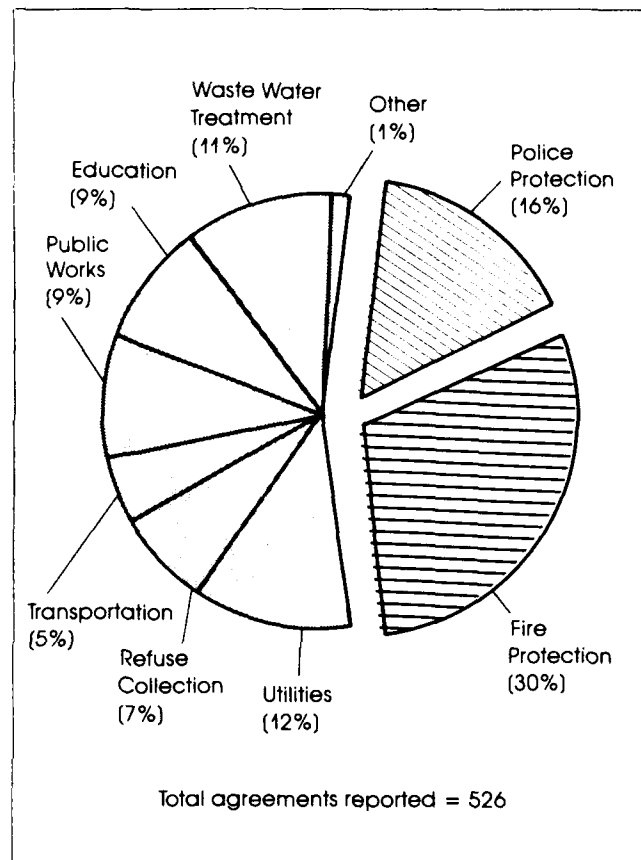
Land-Use Planning

Many military installations produce studies of their land area to guide their land-use planning. Certain areas, known as the Airfield Compatibility Use Zone or the Installation Compatibility Use Zone, depending on the type of installation, will be determined inappropriate for some kinds of land use because of noise and the potential for accident associated with nearby military activities. Some local governments and military installations have worked out innovative agreements for preventing inappropriate land use or encroachment in these areas while preserving or increasing their value to the community.

Disaster Preparedness and Emergency Management

Normally, to get disaster assistance from a military installation, a civilian community requests help from the county, who requests help from the state, who requests help from the federal government. This procedure is required so that in the event of a general disaster resources can be fairly and efficiently allocated. However, local military commanders are authorized to take action

FIGURE 3—Distribution of reported mutual support agreements (percent of total responses).



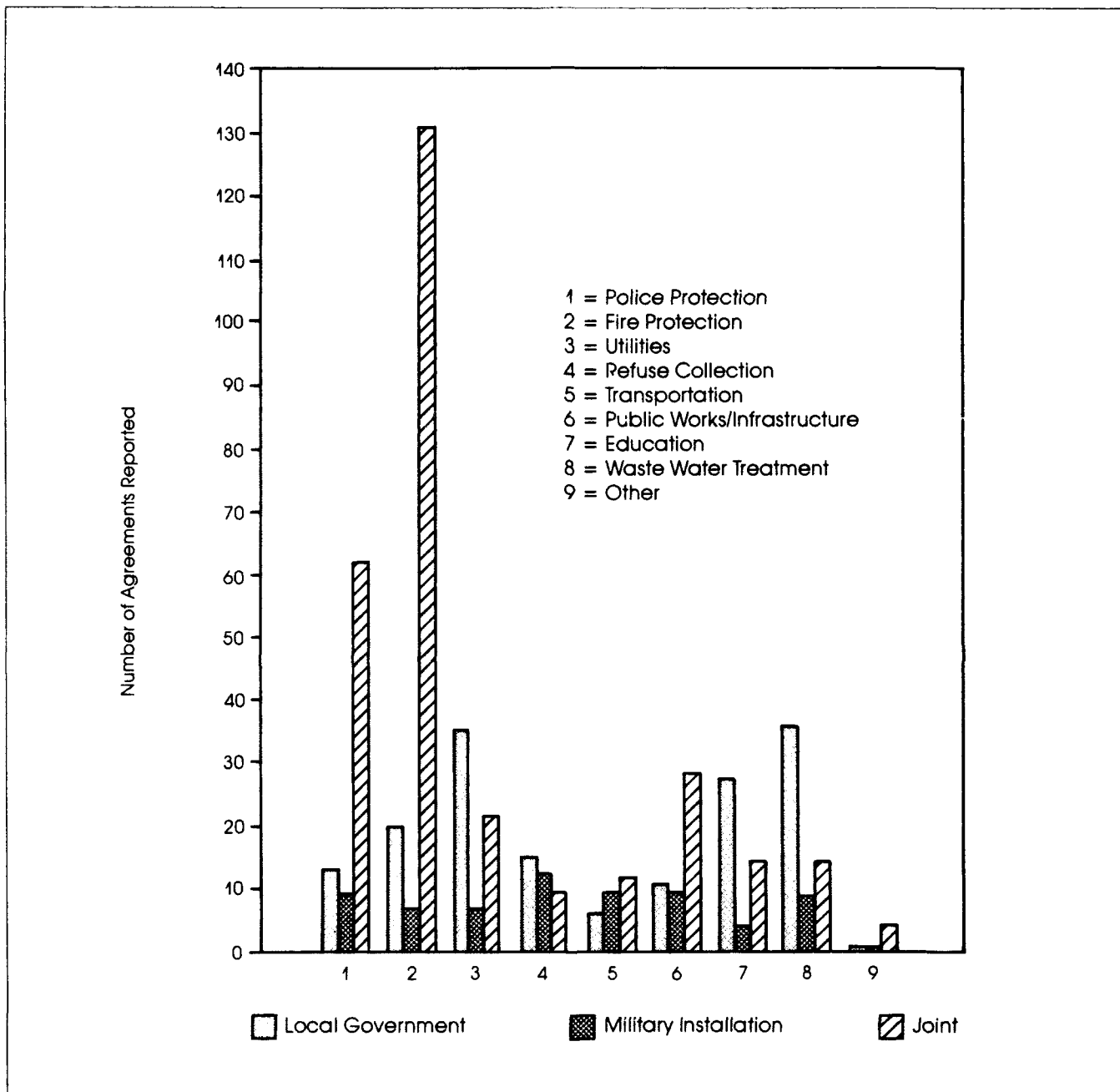
in response to a direct request for assistance that will "save human life, prevent human suffering or . . . mitigate great destruction or damage to public or private property. . . ."

Military installations and civilian jurisdictions routinely cooperate in joint training exercises for disaster response.

The Role of the Retired Community

Retired military service members living in each community were observed to be a prominent factor in base-community relations. The retired military community provides a bridge between the civilian community and the military community. They know the military organization and its policies and procedures. They not only know who to call on a certain matter, but more important, they know when to call. Because they avoid taking trivial matters to the base leadership, retirees know that their calls, as a rule, are viewed as important by installation officials. Conversely, installation officials know they have someone in the community who speaks their

FIGURE 4—Providers of mutual support services.



language and can be used to test ideas, positions, and solutions.

Retired members of the military provide expertise in many fields, such as public works and emergency management. They provide the community a resource for solving problems that would not otherwise be available. They bring to the civilian-military relationship an immediate understanding of the capabilities and limitations of both parties.

The community directly benefits from good base-community relations when it can attract separating and retiring service members to jobs in both the private and public sector. Local businessmen and civic leaders look at the education and skills of these individuals as a vital part of the community's capability for economic growth. The additional economic stability that retirement income dollars bring to the community was also noted by leaders in each community visited.

CASE STUDIES

City of Meridian and Naval Air Station Meridian, Mississippi

The city of Meridian, Mississippi (population 47,000) is approximately 15 miles from the Naval Air Station (NAS) Meridian. Although physically separated by this distance, the two communities view each other as next door neighbors.

Vigorous lobbying efforts by the citizens of the area and the local elected representatives brought the air station to Meridian in 1957, and its continued utilization and expansion have been due, in large part, to the continued efforts of the community and amicable relations between the city and the Navy.

Economic impact. NAS Meridian has about 1,200 active duty personnel assigned, another 1,200 civilian and contractor employees, and almost 8,000 students who pass through annually. These numbers make the naval air station the largest employer in the area.

The total annual payroll for NAS Meridian is over \$45 million, not including retirement paychecks. Operating budgets for all activities in FY 87 approached \$63.6 million, making the total, not including any retired pay, over \$100 million a year. A significant portion of these dollars are spent in the community.

The city of Meridian's revenues for FY 87 totaled \$14.6 million. Of this amount, \$6.1 million (41 percent) came from sales tax distributions and \$3.1 million (20 percent) from property taxes. Changes in the spending patterns or demand for housing could drastically affect the city's fiscal health.

Civilian-military relations organizations. The relations between the air station and the city are not channeled through a single organization such as a base-community council. The local preference is to involve as many people at as many levels in as many activities as possible.

Two civic groups, the military liaison committee of the Chamber of Commerce and the Navy League, make a concerted effort to keep the communications lines with installation officials open. These groups do not operate in competition, but rather in consonance with each other. Whenever an occasion of mutual interest involving the air station arises, the two organizations hold a joint meeting so that all parties can be equally visible.

The role of the church as an arena for civilian-military relations is important in Meridian. Although the air station has a chapel and religious services, many military service members attend church in the community. Various church organizations actively solicit attendance from the large student population and endeavor to give them a "home-town" experience while they are in the Meridian area.

When asked how the continual rotation of military

personnel has affected relations between the city and the air station, Meridian's chief administrative officer, Bob Klimetz, stated: "Sometimes the depth of the relationship changes as new people come to the base; we sort of fall back on the learning curve. The context of the relationship does not change with new people, only the depth, and as soon as they get their feet on the ground in their new assignment, they are in the thick of it [the relationship], just like the old timers."

On further reflection he added: "You know, we must be doing something right. We are beginning to see both senior officers and enlisted personnel volunteering to return to Meridian for a third or fourth tour of duty and, in many cases, retiring in the area. That in itself says something about the civilian-military relationship."

Drug Abuse Resistance Education (DARE). As the local department chosen by the state of Mississippi to provide DARE training to other community law enforcement agencies, the Meridian Police Department is responsible for holding two-week training seminars for law enforcement officers from all over the region. The first seminar was held in June of 1988 at NAS Meridian. The Navy personnel made the participants feel welcome by conducting tours of the station and sharing their recreational facilities. There was general agreement that because of the Navy's hospitality, the seminar was a success.

Airborne search and rescue. NAS Meridian provides search and rescue services to the local community and to general aviation. The Navy maintains a search and rescue helicopter and crew on a 15-minute alert during Navy flight operations, 6 a.m. to 11 p.m. Monday through Friday, and on a one-hour alert at other times. The helicopter and crew respond to requests from the civilian community for medical evacuation when the Life Flight helicopter from Jackson, Mississippi, is not available or when excessive delay would be life-threatening. The search and rescue crew also responds to requests from the civil air patrol rescue coordinator and others to search for downed civil aircraft.

Disaster preparedness/emergency management. In January 1988, the air station had occasion to execute its disaster plan when it was struck by a tornado. Fortunately, damage was minimal: a few trees were uprooted, buildings lost roofs, and electric power was lost.

According to air station officials, as soon as the danger had passed and almost before they could muster their own maintenance people, "... two trucks from the utility company in town showed up at the main gate to help us restore electrical service. We never even asked for help." That's a neighbor!

Land-use planning. No zoning ordinance is in effect for the land area adjoining the air station because it is unincorporated. However, the local office of the

Farmer's Home Administration recognizes the special circumstances of the area near the air station and has an established policy of not granting any loans for housing construction within the Airfield Compatibility Use Zone footprint. This policy does not apply to mobile homes, which are totally unregulated in Lauderdale County.

Both the city of Meridian and the air station officials see a need for a comprehensive county land-use plan, especially as the city and county move toward their goal of consolidation by 1995.

People to people. The Naval Technical Training Center sponsors the SHIPMATES program (Staff and Students Helping Interesting People of the Meridian Area Through Enthusiastic Services). Since its origination in 1981, Navy personnel have performed thousands of hours of community service. SHIPMATES contributed 4,014 manhours of community service in 1987.

The Training Center has outlined the policy and guidance for the program: "The SHIPMATES Program is designed to give staff and students an additional option to constructively fill their off-duty hours. . . . SHIPMATES provides an opportunity for staff and students to become involved in the community, establish new friendships and combat the feeling of isolation sometimes associated with living on an air station; particularly by those away from home for the first time. At the same time, personnel foster good community relations for . . . the Navy by providing service to the community."

And provide service they have. A partial list of the organizations and facilities they have helped includes: Matthey Hersee Hospital, Merrehope Historical Foundation, Toomsaba Headstart Program, Meridian Museum of Art, Meridian Archives, East Mississippi State Hospital, and Poplar Springs Elementary School.

City of Sumter and Shaw Air Force Base, South Carolina

Citizens of Sumter, South Carolina (population 25,000) are extremely proud of "their base." As happened in many other communities after World War II, the citizens of the Sumter area saw their future tied to that of the base and lobbied hard for its continued utilization.

Economic impact. Shaw Air Force Base (AFB) presents an annual economic resource impact statement to the community at the annual Greater Sumter Chamber of Commerce dinner. The report details, among other things, the capital assets, the value of resources, and the levels of personnel, payroll, and contracts. The figures in the report are frequently quoted in newspaper articles and everyone in the community is keenly aware of how important the base is to them. The total economic impact of the base on the region within 50 miles of Shaw AFB is estimated to be about \$258.5 million annually.

Civilian-military relations organizations. The Shaw-Sumter Community Council was formed in 1953 to head off problems that were developing with the large influx of military personnel at that time.

The council is organized into a number of committees that follow closely the organization depicted in Figure 2. A total of 75 military and 111 civilians are participating members of the council.

A separate but closely related base-community relations organization is the Shaw-Sumter Public Relations Committee. This group is made up of members from the Greater Sumter Chamber of Commerce and the chief master sergeants and first sergeants from the various tenant commands at Shaw AFB. This organization provides communication between the junior enlisted personnel and the community of Sumter.

Like the city officials in Meridian, Sumter's city manager, Horace B. Curtis, expressed a positive attitude toward the constant rotation of military personnel. "As much as we hate to see folks who have become our friends leave, we look at it as an opportunity to go out to the base and make new friends."

Medical assistance. The Air Force hospital at Shaw AFB has mutual support agreements with other hospitals in the area, formally committing the resources of each of the parties in the event of a disaster.

Law enforcement. The city of Sumter and Shaw AFB have a memorandum of understanding concerning any misdemeanor offenses committed by Shaw AFB personnel, and it is stated in the Police Department *Manual of Rules*:

The long standing agreement between the City of Sumter and Shaw AFB concerning misdemeanor arrests of military personnel is that the Police Department will release members of the Air Force at Shaw Air Force Base who are arrested for public drunkenness, disorderly conduct, breach of the peace, etc., to their Squadron Commander or First Sergeants, or to the Air Police for disposition of charges, and *no charges will be brought in the City Recorder's Court against them*. When such persons are released to the jurisdiction of Shaw Air Force Base, *no bond will be required for subjects' release*. This agreement does not apply to felony crimes or to traffic offenses [emphasis added].

The entire Shaw-Sumter community is sensitive to the need for communication and cooperation. Recently, base officials informed the Sumter Police of a scam bulk meat business being operated in Sumter. The police department, in cooperation with state and federal authorities, was able to arrest and prosecute the offenders.

Land-use planning. The exemplary relations between the city of Sumter and Shaw AFB are reflected in the



Members of Shaw AFB's 363d Civil Engineering Squadron help build houses for Habitat for Humanity. Many of the engineers returned after working hours to continue their work. (U.S. Air Force photo)

adoption of the Airfield Landing Zone Ordinance by Sumter County Council in 1987. This ordinance was implemented on a county-wide basis, and addresses the subject of encroachment by setting down restrictions on development of the lands surrounding the base. It is based on the information published in the Shaw AFB Airfield Compatibility Use Zone study, and creates an "airfield landing zone district" in which the height, type, and density of development are restricted.

Long-range planning. Shaw AFB does an exceptionally good job of informing the surrounding community about projected development inside the base by updating annually a report called the Commander's Long-Range Facility Improvement Plan. The plan provides an overview of the base as it exists and identifies opportunities and constraints for development of the facilities. The capital improvements program and major facilities improvement program are included. Assumptions, along with specific goals and objectives, are detailed for the public.

The Sumter City-County Planning Commission, for its part, publishes a Comprehensive Development Plan. The plan recognizes the importance of the base to the continued growth and well-being of the surrounding community. The most recent plan, Sumter 2005, reflected this concern in the adoption of an objective "to control the development in the vicinity of Shaw AFB. . .," which led to the ordinance described above.

People to people. The number and types of interactions between Shaw AFB personnel and the citizens of



Air Force personnel from Shaw AFB maintain the welcome signs welcoming visitors to Sumter, South Carolina. (U.S. Air Force photo)

the Sumter area are truly too numerous to detail. In addition to donating more than \$187,670 to the 1987 Shaw-Sumter/Clarendon combined federal campaign, military personnel and their families donate thousands of hours in community service annually.

Worthy of special notice is the effort by the 363d Civil Engineering Squadron on behalf of Habitat for Humanity, a charitable organization that provides housing for disadvantaged persons. The squadron received realistic training in their mobilization missions (logistics, transportation, and construction) while assisting the humanitarian goals of providing shelter to the needy. All materials were supplied by Habitat for Humanity; the Air Force personnel supplied the knowledge and sweat.

The enthusiasm generated during the day carried over as many of the personnel involved returned to the project after duty hours to add the finishing touches to construction.

The bonds between the city of Sumter and Shaw AFB can be seen in the inclusion of an F-16 image on the crest of the "Welcome to Sumter" signs. A retired Shaw AFB wing commander designed the crest and wrote letters to some 2,000 retirees living in the area, soliciting support. Seven of the signs are installed on the major arteries leading into Sumter. Each of the signs and the landscaping near it is maintained by one of the units on the base.

Fairfax County and Fort Belvoir, Virginia

Fairfax County, Virginia (population approximately 730,000) is a residential community for government office workers and military personnel working in the metropolitan Washington, D.C., area. It is also the major retail center of northern Virginia and home for a myriad of organizations doing business with the federal government.

Fort Belvoir is a large army post that for many decades served as the training post for army engineers. Recently the engineering school and related activities were removed to another state, and several new activities were assigned to Fort Belvoir, including the Army Material Command, the Military Traffic Management Command, and the Army Community and Family Support Center. With the change, the number of military and civilian employees is expected to increase from 14,000 to 18,000.

Economic impact. In a county where unemployment averages 2.5 to 3.5 percent and the median household income is projected to be \$62,000 in 1989, the economic impact of the Fort Belvoir payroll and operational expenditures is minimal. Its military and civilian employee positions represent less than 5 percent of the estimated 320 000 jobs in Fairfax County and the payroll of \$217 million is spread out over the entire metropolitan area.

Officials at Fort Belvoir estimate that 70 percent of their procurements go to local businesses but even so they only account for some \$60 million per year. By comparison, Fairfax County's total general fund expenditure for FY 89 is estimated at about \$1.1 billion. Fort Belvoir's major economic impact is the loss to the county of the value of its real estate. The nearly 400 square miles of Fairfax County real estate have an assessed value of about \$48 billion or \$120 million per square mile. The 13.5 square miles of Fort Belvoir could add another \$1.6 billion in assessed value to the tax rolls.

Civilian-military relations organizations. There are no formal community relations organizations established for Fort Belvoir and Fairfax County. Informal relations between the two depend on communication between post officials and the elected county supervisors from the two neighboring districts of the county, and revolve around projects and issues and operational relationships.

Medical assistance. DeWitt Army Community Hospital at Fort Belvoir recently signed a memorandum of understanding with the District of Columbia Department of Corrections for emergency care and treatment, under life-threatening conditions, of inmates from the D.C. corrections facility located nearby in Fairfax County. The Army is to be reimbursed for costs.

Land-use planning. The development of areas abutting the post poses less of a problem for the military

now that the Corps of Engineers has departed. The land is no longer being used for training combat engineers, so much of the concern about incompatible land use on the periphery of the installation is alleviated.

To avoid future problems, Fort Belvoir representatives now meet quarterly with their counterparts from the Fairfax County planning staff. These meetings give each party early warning of potential encroachment problems.

Long-range planning. There is no formal long-range plan in effect for the post. Following its change in mission, any future development of Fort Belvoir requires: an environmental impact analysis; comment by the surrounding community; approval by the National Capitol Planning Commission; notification of the regional council of governments; and, for major facility construction, Congressional approval.

The installation commander at Fort Belvoir has instituted an annual Commander's Vision communication, in which she will inform the chairman of the Fairfax County Board of Supervisors of plans for the post. The chairman of the Board of Supervisors has invited the Army to send representation to the quarterly meetings of the Committee of One Hundred, a group of Fairfax business and civic leaders.

Schools and playing fields. "At Fort Belvoir, we are extremely proud of our schools," say officials on the post. There are three elementary schools on the post operated by Fairfax County but maintained by the Army under a support agreement. In addition to providing the normal fire and police protection afforded to all post tenants, the Army provides school crossing guards at designated points. The Army has a full-time school liaison officer assigned to ensure that the Army carries out its responsibilities to the schools in a timely manner. Fairfax County School Board operates one of the most highly regarded school systems in the country and its standards are maintained at the schools on post.

People to people. Fort Belvoir was one of the first military installations in the country to adopt a school under President Reagan's Executive Order in 1984. Fort Belvoir adopted Hayfield High School, which is located near the post. Fort Belvoir personnel provide classroom lectures, tutorial assistance, and other support suggested by the Hayfield principal.

As one of the last large areas of open space in an otherwise heavily urbanized setting, Fort Belvoir has unique opportunities to share this resource. One of the training areas is specifically designed for camping and is made available to scouting organizations. Scout troops from all over the country and abroad take advantage of the Army's invitation to use a facility so close to the nation's capital. About 35 scout troops use this facility every year.

Soccer players also find the fields at Fort Belvoir a welcome resource. Youth leagues, high schools, colleges, and international clubs use the soccer fields on

weekends from April until November, for 15 or 20 hours per weekend.

The indoor firing ranges provide another resource. Four civilian clubs, nine high schools, and two colleges use the firing ranges as participants in the Civilian Marksmanship Program.

The Fairfax County Department of Social Services and Fort Belvoir jointly established and operate the South County Shelter for homeless persons. This facility is one of the first joint ventures between a federal activity and a local government. The Army donated the land and an unused building, and the county provided funds for renovation. Volunteers from both communities donate their time to the staffing of the facility and both have representation on the South County Shelter Board that operates the facility. This program has received nationwide attention as a premier cooperative effort between military and civilian communities.

City of Sierra Vista and Fort Huachuca, Arizona

Sierra Vista, Arizona (population 29,000) became the ninth largest city in Arizona with the annexation of Fort Huachuca (pronounced *wha-chew'-kah*, the name comes from the Indian word meaning "place of thunder") in 1971. This annexation, permitted under Arizona state law, increased revenue for the city and county; in FY 87 Sierra Vista received approximately \$1.2 million in additional sales and gasoline tax revenues and Cochise County received \$2.4 million in additional revenues. The U.S. Army retains exclusive jurisdiction and control over Fort Huachuca.

Economic impact. "The single most important element of Sierra Vista's economy is Fort Huachuca," states a recent city report. Sierra Vista itself exists because the fort exists. There was no city when the fort was reactivated in 1954.

According to the Army, Fort Huachuca represents 37 percent of the population and personal income and 36 percent of the employment in Cochise County. The 16,803 military personnel and their families account for more than half of the 32,350 residents of "Greater Sierra Vista." Adding some 5,234 civilian employees and almost 2,000 military retirees, one begins to see that Sierra Vista is something of a "company town." In addition to its primary mission as a center for Army intelligence and information systems activities, Fort Huachuca also serves as a reserve training facility. Almost 18,000 reservists trained there in 1987, adding another \$11.5 million to the county economy. The total direct economic impact of Fort Huachuca expenditures in Cochise County in 1987 was almost \$460 million.

Civilian-military relations organizations. There is no formal organization for civilian-military relations between Fort Huachuca and Sierra Vista. The small size of the two communities has enabled them to deal with problems on a person-to-person basis. The fort's public

affairs office has a community relations specialist who capably handles all community liaison as well as a myriad of other requests and tasks.

The Sierra Vista Chamber of Commerce has recently formed a military affairs committee to improve communication between the fort and the business community. The committee will:

- conduct newcomers' briefings for all newly arriving military personnel.
- establish a system of social contact between military and civilian residents of the community.
- focus on the excellent performance of military personnel through an awards program.
- provide a monthly forum for discussion of mutually beneficial ideas. Use guest speakers on subjects of interest.

Addressing the issue of the frequency with which military personnel are transferred, City Manager Mike Goyer noted that since the community is almost a creation of the fort, turnover is the expected mode of operation and civilian members of the community empathize with those who are moving.

Airfield operation. Libby Army Air Field is one of twenty or so military airfields that have been approved for joint civilian and commercial use. This type of arrangement is feasible when civilians can reach the airfield without crossing the installation and when other commercial aviation facilities are nonexistent or inadequate. The remoteness of the location is also considered. All these elements are present in Sierra Vista. Commuter airline service to Tucson, Phoenix, and other regional destinations operates from the civilian side of the field. Army personnel work side by side with Federal Aviation Administration personnel to provide service to all aircraft.



At Libby Army Air Field a helicopter water flight is dispatched to assist in fighting a fire off post. (U.S. Army photo)

Medical assistance. The Raymond Bliss Army Community Hospital at Fort Huachuca has an agreement with the surrounding communities, including the Sierra Vista Department of Public Safety, to replace consumable emergency supplies expended in providing care to any person eligible for care at the military facility.

Charges incurred for these types of items are normally reimbursable to the patient or patient's sponsor through the CHAMPUS program. Any such claims paid to a service member are charged back to the budget of the uniformed service responsible for the service member's (or retiree's) compensation.

The purpose of the agreement is to save the Army money, and prevent the local community from being "out-of-pocket" for the cost of the supplies while a claim is being processed. This system removes friction that would normally occur because of extended processing time, administrative mistakes, or nonpayment by the service member.

Land-use planning. Because of the geography of the Sierra Vista-Fort Huachuca area, incompatible land use is not a problem. The area to the west is open space occupied by the Electronic Proving Ground and various testing ranges. Beyond that, and to the southwest, are rugged mountains and a national forest.

The area to the south and east of the fort is the city of Sierra Vista, developed or zoned single-family residential. Some encroachment in this area has been minimized by the Army, which has removed certain activities, such as tank firing, to other areas of the installation.

The northern border of the fort is Libby Army Air Field, and the northern portion of the air field is the joint aviation facility operated by the city.

As a result of close cooperation between the Army and city officials, the land around the city's portion of the airport will be developed as an air industrial park. This land use is compatible with the Air Installation Compatibility Use Zone plan and the Installation Compatibility Use Zone plan. Currently federal property, the land will be deeded to the city with restrictive covenants that prohibit use for other than the agreed-upon purposes. All subsequent deeds and leases of the property will reflect these restrictions, and if they are violated, the lands revert to Army control. The city has rezoned the area for approved land uses. Two parcels of land at the air field, one 29 acres and the other 43 acres, have already been transferred to city control. Another 190 acres is being cleared of any possible unexploded ordnance and will be deeded over when a certificate of clearance can be obtained, as the first installment of an approximately 400-acre tract.

The development of the airport property represents the culmination of virtually years of cooperation between the Army and Sierra Vista. With this opportunity to purchase land and build an airport and industrial park, the city attains a level of economic independence it would probably not be able to otherwise

afford. The Army gains assurance that growth on its periphery will not impair future mission capability. This is an outstanding example of win-win management.

People to people. The closeness of the relationship between the city and the fort makes it difficult for both parties to reflect on any special aspects of their relationship. What might be considered unique by outsiders is considered "business as usual" in the community.

For example, when a local highway was improved a few years ago, additional land was needed to meet safety standards. To get the required easements, the city approached the Army with a plan to remove Fort Huachuca's main gate and rebuild it 500 feet from the busy intersection. The plan included construction of a visitors center with appropriate landscaping. The city council had already appropriated over \$150,000 to this project, knowing the importance of the fort in their community.

Another example of the community's commitment to the fort was the opening of a new sanitary landfill three years ago. The landfill is a joint effort of the city, the county, the town of Huachuca, and the fort. The participants funded the cost of acquiring the land and opening the facility by buying future rights to percentages of the capacity. The fort did not have funds to purchase its out-year capacity requirements so the city purchased the fort's share and the fort is repaying its debt as an annual operating expense.

Positive accomplishments by Army personnel in many areas are the result of close cooperation between the community relations staff at the fort and various community organizations.



Soldiers from the Electronic Proving Ground at Fort Huachuca give time to the Cochise County Children's Center. (U.S. Army photo)

City of Atwater and Castle Air Force Base, California

Formerly a purely agricultural community, the city of Atwater, California (population 19,905) has experienced rapid growth as a light manufacturing center and residential community over the last 15 years. Atwater is the closest of Castle Air Force Base's (AFB) six neighbors; the others are the cities of Merced, Livingston, Turlock, Merced County, and the unincorporated area of Winton.

Castle AFB is a product of community initiative. In 1940, Merced city council planners set about getting the U.S. Army to establish a flying school near Merced. They acquired some 900 acres of land and offered to lease it to the Army for \$1 a year. The flying school was opened in October 1941 and has grown ever since.

Economic impact. Castle AFB is the single largest employer in Merced County, and accounts for about 15.8 percent of non-agriculture employment, if secondary jobs created as well as actual jobs on the base are included. Over 97 percent of the 5,500 military personnel and 950 civilian employees live in the various communities surrounding the base. Their salaries in FY 87 amounted to about \$123 million. The estimated 6,000 military retirees residing in the area added another \$68.5 million to that total.

In addition to the payroll, the base spends about \$8 million a year locally on construction contracts and roughly \$12 million on service contracts, materials, equipment, and supplies.

Civilian-military relations organization. Castle AFB and the surrounding communities formed a Base Community Council in 1953. The council is composed of members from the various military commands and activities on the base and from the civilian community. Civilian members are nominated by their local government or organization (city council, board of supervisors, etc.) and are approved by the council. In addition to the community government representatives, those chambers of commerce having a military affairs committee are afforded ex-officio membership for the chairman of that committee. Special voting memberships are given to the executive director of the Merced Area United Way and the local chapter of the Air Force Association.

The council normally meets once a month but holds special executive or general sessions when called by the president. Its activities are financed by grants from the civilian communities and organizations. One of its activities is a recognition program for outstanding Castle AFB military personnel. Individuals and organizations who have made a significant contribution to civilian-military relations are also honored periodically.

A full-time coordinator is employed to provide staff support to the council's officers, and serve as a liaison to various other organizations. The current coordinator has been in that position for 33 of the 35 years the

council has been in existence. Her tenure allows her to serve as the corporate memory for civilian-military relations, keeping them on track while other principals come and go. Her salary is shared by the community, through the United Way, and the base, through the Morale Wellness and Readiness Fund.

Medical assistance. The 93d Strategic Hospital shares its resources with the surrounding community. Approximately 45 undergraduate and graduate nursing students from Merced College and California State University (Fresno and Stanislaus campuses) receive training in the hospital outpatient clinics each year. An additional 30 or so students per year have received training in the dental clinic as dental assistants.

Disaster preparedness and emergency management. Castle AFB is continually exercising its on-base emergency response teams. Individuals from all the surrounding locales are invited to the base as guest observers. Each individual is given a thorough briefing and introduced to the staff conducting the exercise. Air Force officials feel this extra exposure to their training exercises helps build the community's appreciation for and confidence in their disaster response capability.

The county of Merced has an agreement with Castle AFB that says base officials will notify the county's Office of Emergency Services (OES) if "mishaps involving military aircraft, vehicles, or weapons which could adversely affect public safety or health..." occur on or off base. The Air Force agrees to provide OES as much unclassified information as possible so that civilian authorities can protect the civilian populace and property from undue risk. The OES command post will act as the sole civilian authority to implement any recommendations of the Air Force. Any request for state or local law enforcement support will be routed to the OES.

Land-use planning. Atwater, Merced County, and the area adjacent to Castle AFB have undergone significant population growth in the past thirteen years. From 1975 to 1985, the area around Castle grew by about 29 percent, from about 85,000 to 113,000. It was evident that unplanned and unregulated growth would certainly encroach on the base's capability to accomplish its mission. Because the community wanted to retain the economic advantage of the base, the Merced County Association of Governments developed a comprehensive land-use plan that enables the affected jurisdictions to assess the effect of land-use decisions on operations at Castle AFB.

Developed under a \$127,000 grant from DoD's Office of Economic Adjustment, the plan is compatible with California state law on airport land use and is to be adopted into the general plan of each of the participating jurisdictions within a certain time unless specifically overruled. Generally, the plan

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- is not retroactive to existing incompatible land uses.
- emphasizes height restriction, safety of people on the ground, and noise compatibility and mitigation.
- uses the Air Force concept of compatible use districts to determine appropriate land use.
- can be avoided by the communities only if they vote to overrule its provisions.

People to people. Castle AFB and the surrounding communities have enjoyed neighborly relations for four decades. Both sides go a long way out of their way to keep civilian-military relations friendly.

In order to provide opportunities for interaction, the Base Community Council sponsors Project Friendship: Adopt a Squadron Program. This program is designed to get community service clubs and base squadrons together. The service club invites the squadron personnel to participate in community service projects and also entertains the squadron personnel and their families at a social event once or twice a year. The goal of the undertaking is to ensure that military personnel and their families are not taken for granted during peacetime and to provide them an opportunity to make friends in the community. Twenty civic organizations have adopted twenty squadrons under this program.

The Base Community Council also sponsors a welcome program for all newly assigned personnel and their families at Castle. The program starts with an orientation session at the base and then proceeds to each of the communities represented on the council. At each stop newcomers are met by city or county officials, given a presentation on that community, and made to feel welcome. Mayors, council members, supervisors, and city managers all make sure that their schedules are clear for the time they spend with the coffee participants.

Prince William County and Marine Corps Base Quantico, Virginia

Prince William County (population 210,000) is located in northeast Virginia, approximately 30 miles south of Washington, D.C. Formerly an agriculture area, the county is now a light industrial and residential community. Prince William County has experienced explosive growth, its population increasing from 144,000 to 210,000 between 1980 and 1988.

Marine Corps Base (MCB) Quantico is located approximately 35 miles south of Washington in suburban Virginia, in Prince William and Stafford counties. Since its opening in 1917, Quantico's mission has been to train marine officers for combat.

The relations between the installation and surrounding communities are very sensitive to changes in leadership on either side. The installation attempts to deal with two counties, two towns and a city on an equal basis and therefore expends a lot of effort in conducting welcomes and farewells for military and elected and appointed civilian officials. Key community leaders

are scheduled for courtesy or business calls whenever there is a change in command at the base.

Economic impact. There are approximately 5,000 military personnel and 5,000 dependents assigned for permanent duty to MCB Quantico. Another 3,000 or so are assigned annually in a temporary status for training. Additionally, there are approximately 1,930 civilians employed on the installation. These numbers represent a relatively small portion of the population of the two adjoining counties, which totals 268,000 persons.

According to Marine Corps figures, the estimated economic impact of MCB Quantico was \$97,386,000 for FY 88, but this does not represent a significant percentage of the area's economy.

Civilian-military relations organization. MCB Quantico has a formal Civilian-Military Community Relations Council.

The objectives of the COMREL Council (as it is known) are to:

- develop better understanding between the military and civilian communities.
- help create mutual interest in the activities and problems of the military and civilian communities.
- provide a vehicle for promoting the achievement of goals and objectives of mutual benefit to the military and civilian communities.
- provide a vehicle for communication and feedback between the military and civilian communities.

The civilian members are the elected and appointed city and county officials from Prince William County, Stafford County, the towns of Quantico and Dumfries, Triangle District, the cities of Manassas and Manassas Park; media representatives; and business and civic leaders. The local U.S. congressmen, state senators, and state delegates are carried as honorary members and are invited to each meeting.

The COMREL Council acts only in an advisory capacity. It establishes communications with those empowered to act and brings the issues, problems, concerns, and needs of the membership to them. An executive council committee composed of the chairmen of the Stafford and Prince William county boards of supervisors, the military co-chairperson, and the council secretary meets as necessary, and the COMREL Council meets quarterly.

An MCB Quantico official summed up the state of civilian-military relations this way: "The primary reason [MCB Quantico] enjoys superb community relations is the level of communications between the base and community. A constant dialog between civic, business, and political leaders and the base public affairs office, provost marshal's office, and the director of facilities, etc., keeps problems small and ensures that perceptions remain in perspective."

Fire services. MCB Quantico provides first response firefighting services to the town of Quantico. The fact that the town does not have a fire department is not what makes this arrangement unique but rather the fact that the installation surrounding the town does.

The town of Quantico normally receives firefighting services from the Prince William County Fire Department. The closest PWFD unit is located about five miles away. When a call goes out from the 911 dispatcher, it is monitored by the MCB Quantico Fire Department. "We know we are closer and that we are the best chance the town has. Since we have the support agreement anyway, we respond as a matter of routine," explains Quantico Fire Chief Bill Robinson.

"It seems like the base fire department is always here in less than five minutes," reports Chief Leo Rodriquez of the Quantico Police Department.

Law enforcement. Prince William County and MCB Quantico are in the process of addressing taxicab regulation. Quantico is a large installation: some activities are as much as six to ten miles apart. Since Quantico has approximately 3,000 personnel per year in a student status, there is a demand for taxi service on the base and to the community as well.

Taxicabs are strictly regulated in Prince William County to ensure not only a fair fee structure but safety as well. However, the base has had no regulation other than the vehicular registration requirements for base access, and gypsy cabs transporting on-base fares into and through the community do not all conform to county standards. Prince William County has no legal jurisdiction over cabs picking up fares on the base but it is involved if there is an accident on roads over which the county has either exclusive or concurrent jurisdiction. The county has asked the cooperation of the Marine Corps Judge Advocate General and the Provost Marshall in developing a county ordinance in common with a base regulation to deal with this problem.

The Prince William County Office of Consumer Affairs has developed a special relationship with the base legal office. It informs the base legal office of consumer complaints received from county residents so that the base can publicize them through its newspaper. A "credit repair" scam and various problems involving auto purchases and repair have been exposed in this way. If the complaint involves a military member or dependent, it may be investigated jointly.

The Office of Consumer Affairs distributes brochures through the base legal office describing the services available to all citizens of the county. Military personnel, whether they live on or off base, are considered citizens of Prince William County, whether or not they are legal residents.

Land-use planning. Encroachment is rapidly becoming a problem at MCB Quantico. The rapid growth experienced in suburban Washington, D.C., over the

last 15 years is now putting pressure on MCB Quantico as the adjacent counties of Prince William and Stafford are developed.

In Prince William County, the issue of encroachment is mitigated by the fact that part of the northern boundary of the installation is Prince William Forest Park, a 5,000-acre facility, and the Quantico National Cemetery. The western boundary is also being spared heavy development pressures because it is not connected by a highway system to the urban and suburban centers.

In Stafford County, to the south, residences and businesses adjoin the installation along state route 610. It is along this corridor that the pressures of encroachment are the greatest. In response to input from the installation through the county planning board, the county board of supervisors recently approved a plan that would limit growth in this area by zoning land for lower density uses.

The compatible land-use planning was facilitated, according to all concerned, by the ability of the COMREL Council to build a consensus: the community wants to have the installation in the area but it also wants to minimize the adverse impact of its presence. Once consensus was achieved, all parties could work toward the goals, through communication at different levels. In this case, the county officials in Stafford informed the installation facilities director and public works officer of planning commission agenda items so that they could provide the appropriate input in support of the ordinance.

People to people. The town of Quantico (population 630) is entirely surrounded by MCB Quantico. In order for citizens to get to their town they must enter the base and drive about two and a half miles. The economy of Quantico is entirely service-oriented, catering to marines and civilians aboard the base. Most of the business is done during the day and early evening hours.

A few years ago, the Marine Corps restricted personnel from going into town in their "utilities," or "camis" as they are known today. This meant that if a marine wanted to go into the town for lunch or to the dry cleaners after work, he or she had to change into a Class A uniform. Sales plummeted!

The town officials took the problem to the executive committee of the COMREL Council and asked that the order be rescinded. Since the location of the town presents a unique situation, the commanding general granted permission for "camis" in town until 1830 (6:30 p.m.) with the proviso that if the time limit were violated, the "no camis" order would be reinstated. Today, citizens of Quantico give marines in town in "camis" a friendly reminder when 1830 is approaching.

The installation provides local civilians access to its many recreational areas for hiking, fishing, and hunting. Soccer fields are available to the local youth soccer

league. "Open space is one thing we can share with the community," stated one official.

The presence of the military installation provides an additional resource to the community in the form of qualified volunteers. During their off-duty time, many of the base firemen donate their time and expertise to the community by volunteering for either fire or rescue assignment. These personnel are already trained and can support the mutual support agreement from either position without further training.

The Prince William County Park Authority routinely waives the requirement that 80 percent of a softball team's members must be county residents for any team from MCB Quantico that wishes to participate in the county softball league. The county also waives the registration fee for base teams participating in the league.

COMMON ELEMENTS OF EXEMPLARY RELATIONS

During our investigation of the form, fit, texture, and function of exemplary civilian-military relations, we noticed some common themes. In each installation and community visited, we were struck by certain undeniable similarities that provide the backbone for good relationships. These commonalities are:

- Strong leadership from the top
- Open communication
- Reasonable expectations
- A high level of interdependence.

The Role of Leadership

The attitudes of military, civic, and local government officials are paramount in establishing and maintaining civilian-military relationships. These relationships cannot achieve their potential if leaders on either side do not see them as important or if they exhibit a negative attitude toward the other party.

The way in which the leader perceives his or her role is also important. If the leader is an "internalist" (believes that all the resources necessary to accomplish any given mission or task are already available within the organization) then he or she will not recognize the need to develop, maintain, or improve relations. The leader must perceive a need to go beyond the limits of the organization to use additional resources that are made available by outside relationships.

The leadership must have, and exhibit, a positive attitude toward the other party(s). Negativism or lack of genuine commitment on the part of leadership will affect relationships at subordinate levels.

Open Communication

As is true in any interpersonal relationship, open communication is essential. Although it is important to

socialize and exchange pleasantries, the ability to talk about difficult problems and commit to solutions that require some sacrifice of time or money is an important part of establishing and maintaining a good relationship.

Establishing a network for communication, as opposed to a single channel, seems to facilitate good relations. The many commonalities of management activity between the civilian and military communities provide the basis for such a network. Each area of similar functional responsibility presents an opportunity for increased communication "across the fence."

When dealing with the military, communities have to remember that a military installation's operational mission is the reason it is there and accomplishing that mission must take precedence. Certain plans, force deployments, and activities cannot be made public for security reasons. The military, for its part, should refrain from cloaking its actions in unnecessary secrecy.

Reasonable Expectations

In a personal relationship, unreasonable expectations can lead to conflict and failure. In developing and maintaining civilian-military relations, each side must acquire an appreciation for the culture (rules, customs, and usage) of the other. In doing so, both parties will reduce the likelihood of asking for something from the other side that it cannot provide.

It was suggested that one of the main reasons a base-community council type organization is successful is that its primary purpose is consensus building, not conflict resolution. This means there are no failed expectations or losers.

Interdependence

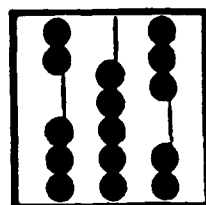
The success of the civilian-military relationship appears to be related to the extent to which each party depends on the other.

The military looks at the community as a source of skilled labor, as a place where military members and their families can be housed, and as a source of supply for materials.

The community and its businesses look to the military installation as a source of economic vitality, a source of knowledge, a source of information about technology, and as a source of assistance in the event of a catastrophe.

The absence of any of these requirements on either side would remove part of the motivation for making the relationship work. There would be a reduced "pay-off" for the effort invested in establishing, maintaining, and improving relations.

SECTION II
SPECIAL DATA ISSUE
MILITARY-CIVILIAN RELATIONS - 1988



**SPECIAL
DATA
ISSUE**

**Military-Civilian
Relations—1988**



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Municipal Data Service

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Military-Civilian Relations—1988

Department of Defense (DoD) military installations have a substantial economic and social impact on their neighboring civilian communities. In turn, those communities often provide basic services to the installation in addition to being the home of many military personnel and their families. Civilian employees of the military installations, DoD contract employees, retired civilian and military personnel, and all other community residents contribute to the relationship between the installation and the community. Knowing and understanding the interplay of the various factors is an important part of the local government manager's and military installation commander's jobs.

In the past, local government managers have achieved different degrees of success in dealing with problems particular to their proximity to a military installation. Each success in establishing and maintaining civilian-military relationships was the result of a different set of circumstances. No uniform model describing the dimensions of such relationships existed for managers to examine and learn from.

In 1987, ICMA, DoD's Office of Economic Adjustment (OEA), and the Office of Training and Fire Programs of the Federal Emergency Management Agency (FEMA) began a cooperative effort to learn more about what sorts of issues and problems confront local government managers and commanders of nearby military installations.

ICMA was assisted by an advisory committee formed from among active local government managers and chief administrative officers in jurisdictions near military installations. The OEA team comprised senior military officers who had been installation commanders and civilian project managers who had assisted communities through ma-

jor force realignments at a nearby military installation. The goals of the effort were to

1. Identify types and extent of existing formal mutual support and service agreements
2. Identify types of formal and informal military and civilian organizations that are in place to establish and maintain relations between the two groups
3. Identify policy and management issues that should be solved by both groups
4. Identify relationships that should be explored by both groups.

To achieve these goals, ICMA, OEA, and FEMA designed a survey that was mailed to 4,462 cities, towns, villages, boroughs, and 2,799 counties with populations of 5,000 and over.

The survey, sent to local government managers or chief administrative officers in the spring of 1988, asked them a series of questions in four areas: interorganizational relationships; operational relationships; land-use planning; and education, health, and social services. The following analysis is based on the 280 responses that indicated there was at least one military installation adjacent to or within ten miles of the community.

Table 1 shows the total distribution of the respondents by population size, geographic region, and metropolitan status. Figure 1 examines by population group the responses of communities with an installation adjacent to them and those of communities reporting an installation within ten miles.

While the majority (67.2%) of the communities with an installation in or within ten miles are from the South (36.1%) and West (31.1%) regions of the United States, it should be noted that this regional distri-

bution of respondents closely reflects the regional distribution of military installations in the 50 states. According to 1986 Department of Defense statistics, of the 871 military installations having full-time mil-

Table 1 SURVEY RESPONSE

Classification	No. reporting (A)	% of (A)
Total, all cities and counties	280	100.0
Population group ¹		
Over 1,000,000	2	0.7
500,000-1,000,000	7	2.5
250,000-499,999	8	2.9
100,000-249,999	27	9.6
50,000-99,999	39	13.9
25,000-49,999	62	22.1
10,000-24,999	85	30.4
5,000-9,999	50	17.9
Geographic region ²		
Northeast	37	13.2
North Central	55	19.6
South	101	36.1
West	87	31.1
Metro status ³		
Central	73	26.1
Suburban	129	46.1
Independent	78	27.9

¹The county population figures are based on 1985 U.S. Bureau of the Census estimates. The city population figures are based on 1986 U.S. Bureau of the Census population estimates.

²Geographic regions: *Northeast*: Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont; *North Central*: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin; *South*: Alabama, Arkansas, Delaware, the District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia; and *West*: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

³Metropolitan status describes the relationship of the community to a Metropolitan Statistical Area (MSA). Central cities and counties are the core of MSAs and generally give their name to the MSA. Suburban cities are the other cities, towns, counties, and incorporated places not located in an MSA.

itary or civilian personnel assigned, 64.3% of the installations were in the combined South and West regions.

As can be seen in Table 1, the vast majority of the responding local government managers (236 of 280) are from communities with populations of less than 100,000. The largest number of responses was received from communities with a population of between 10,000 to 25,000 while the fewest came from communities with more than 1,000,000 residents.

Of the 280 jurisdictions responding to the survey, the vast majority (232) indicated there was a military installation in or adjacent to the community, and the remaining 54 indicated that the military installation was ten miles from the community. (Six respondents indicated that there is an installation within their community and one within ten miles.)

Interorganizational Relationships

To facilitate military-civilian relations, some communities and installations have used a committee or council. These organizations have served many purposes, but generally, their most-important function has been to keep the lines of communication open between the two parties on a variety of issues. The organization may take the form of a "Base Community Council," a "Military Affairs Committee" of the local Chamber of Commerce, or a service-oriented organization such as the Navy League, Association of the U.S. Army (AUSA), or Air Force Association (AFA). The organization comprises senior military officers and civic leaders, department heads from both sides, and other interested parties in the community. There is typically an executive committee from the policy making level of the military and civilian organizations as well as subcommittees to deal with other issues such as education, housing, law enforcement, and hospitality. The executive committee is often able to resolve many problems coming before it by instituting small changes in existing policy. The formal organization usually meets under special circumstances or quarterly in conjunction with a social function.

Military-civilian relations committees, of all types, exist in a slight majority (52.4%) of reporting communities. Table 2 shows the distribution of the responses in total and by population. In communities of less than 100,000 population (smaller communities), formal military-civilian relations committees were reported in 113 of the 227 (49.8%) communities responding to the question. In

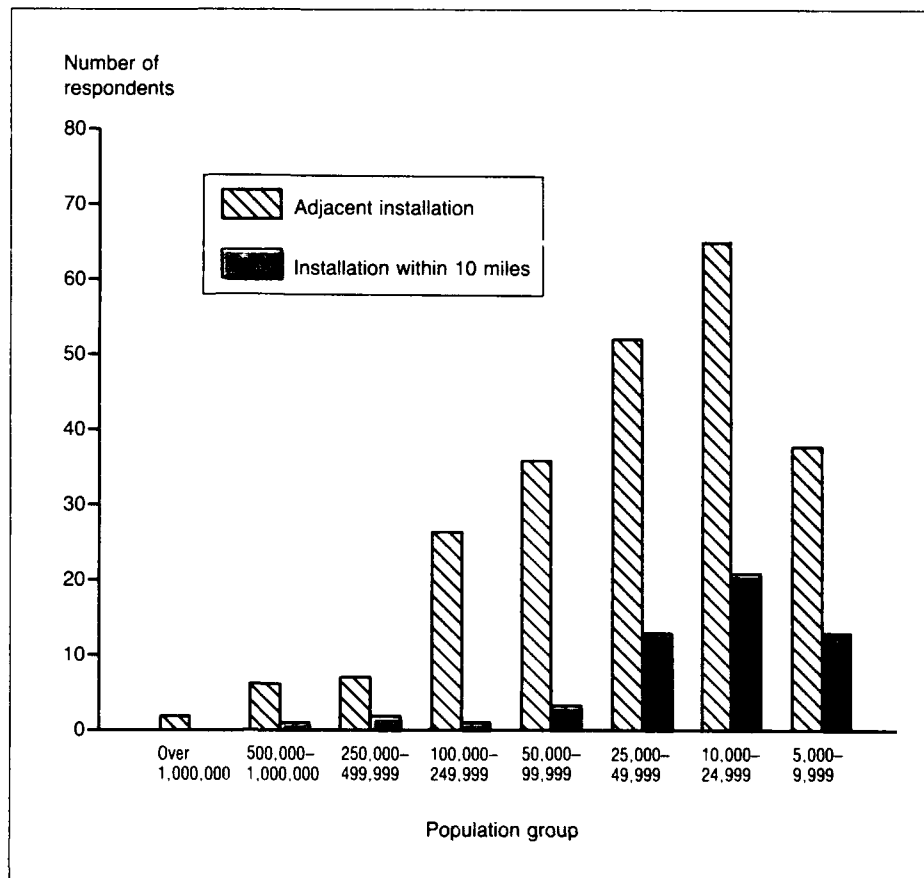


Figure 1 Local governments with an installation in or within 10 miles

Table 2 INSTALLATION-COMMUNITY RELATIONS ORGANIZATION

Classification	No. reporting (A)	Have a formal organization		Base-community council		CoC military affairs		Other	
		No.	% of (A)	No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities and counties	269	141	52.4	42	29.8	96	68.1	31	22.0
Population group									
Over 1,000,000	2	2	100.0	0	0.0	1	50.0	2	100.0
500,000-1,000,000	7	4	57.1	1	25.0	2	50.0	1	25.0
250,000-499,999	7	4	57.1	0	0.0	3	75.0	1	25.0
100,000-249,999	26	18	69.2	3	16.7	14	77.8	5	27.8
50,000-99,999	39	25	64.1	8	32.0	17	68.0	6	24.0
25,000-49,999	61	33	54.1	11	33.3	25	75.8	6	18.2
10,000-24,999	82	39	47.6	16	41.0	21	53.9	9	23.1
5,000-9,999	45	16	35.6	3	18.8	13	81.3	1	6.3
Geographic region									
Northeast	34	14	41.2	10	71.4	2	14.3	2	14.3
North Central	51	22	43.1	4	18.2	19	86.4	5	22.7
South	97	55	56.7	20	36.4	39	70.9	10	18.2
West	87	50	57.5	8	16.0	36	72.0	14	28.0
Metro status									
Central	72	45	62.5	9	20.0	38	84.4	8	17.8
Suburban	122	49	40.2	13	26.5	30	61.2	12	24.5
Independent	75	47	62.7	20	42.6	28	59.6	11	23.4
Number of bases ¹									
One	175	93	53.1	31	33.3	66	71.0	20	21.5
More than one	90	45	50.0	11	24.4	27	60.0	11	24.4

¹The column totals do not equal the other column totals due to incomplete responses.

contrast, 28 out of 42 (66.7%) large communities (over 100,000 in population) responding to the question reported having formal military-civilian relations.

When there is a formal organization to accommodate civilian military relations, it is most likely to be a military affairs committee of the local Chamber of Commerce. Of the communities reporting the presence of a formal civilian organization, 68.1% of the respondents identified a military affairs committee, 29.8% a base-community council, while 22.0% selected "other."

Fifty percent of the managers from local governments that have more than one base report having a formal civilian-military relations organization. Those respondents from jurisdictions with only one base report committees 53.1% of the time.

Formal organizations for military-civilian relations seem to be more popular in the South and West regions. In each case, over 50% of the community managers reporting said they had some type of committee. In the Northeastern and North Central regions, only 37.8% and 40.0%, respectively, have formal military-civilian relations committees. Military affairs committees are still the most-frequent form of organization except in the Northeast where base-community councils were reported most frequently.

Communications and Leadership

Frequent, open communication is essential to the success of military-civilian relationships. The ability of leaders to talk about difficult problems and commit to tough solutions plays an important part in establishing and maintaining relations.

Open Communications. Establishing a network for communications, rather than a single channel, seems to facilitate better civilian-military relations. Attending an installation-community meeting can provide the opportunity for forming such a communication network.

The similarities of the management skills and activity in the civilian and military communities afford the individuals a common experience base and language to facilitate communication at both the social functions and formal meetings. Attendance at these meetings by members of the professional staffs of both sides, interested citizens (including military retirees), and elected representatives adds additional opportunities for open and effective communication.

Positive Leadership. The formal military-community relations meetings are most frequently attended by local government

managers, mayors, Chamber of Commerce members, installation commanders and deputies, and installation public affairs officers. The attitudes of these military, civilian, and local government officials toward military-civilian relations is paramount in creating and sustaining these relationships. It is important to the integrity of the military-civilian organization that leaders reflect a

positive attitude toward the members. If the members sense negativity or a lack of commitment, they will not feel that their participation is meaningful.

In addition to the formal meetings, which are attended by a number of officials, the CAO and the installation commander will meet together to discuss mutual concerns. These periodic meetings take place in ap-

Table 3 CAO MEETINGS WITH INSTALLATION COMMANDER

Classification	No. reporting (A)	Meetings per year				
		1-3	4-6	7-9	10-12	Over 12
Total, all cities and counties	166	97	35	8	12	14
Population group						
Over 1,000,000	2	0	1	0	0	1
500,000-1,000,000	3	3	0	0	0	0
250,000-499,999	5	2	1	1	1	0
100,000-249,999	18	10	3	1	1	3
50,000-99,999	28	13	10	1	2	2
25,000-49,999	40	26	5	5	0	4
10,000-24,999	48	27	12	0	7	2
5,000-9,999	22	16	3	0	1	2
Region						
Northeast	19	12	5	1	0	1
North Central	32	23	5	0	2	2
South	57	31	14	4	3	5
West	58	31	11	3	7	6
Metro status						
Central	49	25	10	4	3	7
Suburban	63	39	14	2	5	3
Independent	54	33	11	2	4	4
Number of bases						
One	102	56	24	5	7	10
More than one	63	40	11	3	5	4

Table 4 OTHER FACTORS AFFECTING MILITARY-CIVILIAN RELATIONS

Classification	No. reporting (A)	Active elected officials		Mil.-Civ. dept. hd. communic.		Instit. relationship	
		No.	% of (A)	No.	% of (A)	No.	% of (A)
Total, all cities and counties	265	140	52.8	149	55.2	184	69.1
Population group							
Over 1,000,000	2	1	50.0	1	50.0	2	100.0
500,000-1,000,000	7	4	57.1	5	71.4	5	71.4
250,000-499,999	7	7	100.0	5	83.3	7	100.0
100,000-249,999	27	17	63.0	21	77.8	22	81.5
50,000-99,999	37	22	59.5	26	66.7	30	76.9
25,000-49,999	61	32	52.5	34	55.7	42	70.0
10,000-24,999	81	38	46.9	40	48.2	55	67.9
5,000-9,999	43	19	44.2	17	37.8	21	48.8
Region							
Northeast	34	17	50.0	18	52.9	20	60.6
North Central	49	24	49.0	25	49.0	35	68.6
South	95	52	54.7	55	56.1	70	72.9
West	87	47	54.0	51	58.6	59	68.6
Metro status							
Central	72	50	69.4	43	60.6	56	78.9
Suburban	119	44	37.0	56	45.5	68	56.2
Independent	74	46	62.2	50	65.8	60	81.1
Number of bases ¹							
One	171	83	48.5	98	55.7	118	68.2
More than one	90	54	60.0	48	53.3	63	70.8

¹The column totals do not equal the other column totals due to incomplete responses.

proximately 63% of the responding jurisdictions. Of the 175 CAOs who reported such informal meetings, 166 indicated the frequency of the meetings. As demonstrated by the data in Table 3, 80% of the 166 respondents met less than seven times in a year while the remaining 20% met seven or more times.

One indicator of the ability of a community and an installation to problem solve is the extent of communication at all levels of staff. When asked if local government department heads and their military counterparts met on a regular basis, a majority (55.2%) indicated that these meetings do take place. These meetings were reported by 76.2% of the larger communities that answered the question than by smaller communities (51.3%).

Other Aspects of Military-Civilian Relationships

Local government managers have indicated that there are additional dimensions to the relationship with neighboring military installations. How members of Congress who represent districts with military installations view the presence of the installation in the community might affect the civilian-military relationships as well as the very existence of the installation. The majority (53%) of the respondents indicated that members of Congress are active participants in their local government's relations with the installation (Table 4). CAOs from the larger communities reported a higher level of activity than the CAOs from smaller communities, 67.4% and 50.0%, respectively.

Of those who responded to a question concerning the level of relationship between the installation and the community, 69% indicated that the relationship had reached an institutional level—meaning that the relationship would be sustained regardless of a change in leadership. Again, the percentage of respondents from larger communities that felt the relationship would be institutionally sustained was greater (83.7%) than the percentage of those reporting from smaller communities (66.4%).

Operational Relationships

Not surprisingly, since military and civilian residents have similar needs for services, military installations and the nearby communities have found it beneficial to create some cooperative arrangements for service delivery.

Mutual Support Agreements. The ability of a community to enter into a mutual

support agreement is restricted by its charter or other enabling legislation. The military installation is subject to federal law and public policy. However, when asked to indicate whether they had mutual support agreements in effect with the nearby installation, 62.8% of the responding CAOs indicated that these agreements were in effect. In separate questions, 25.0% stated that agreements were being developed; and only 3.5% indicated that the mutual support agreements had been discontinued.

The regional pattern of respondents with

mutual support agreements shows that 65% of those reporting mutual support agreements were in the West and North Central regions, and approximately 60% of the respondents in the Northeast and South had such agreements.

Of the 67 CAOs who reported that mutual support agreements were under consideration, 47 (70%) were in the South and West regions. The nine (3.5%) who reported that the agreements had been terminated were from regions with populations of less than 500,000.

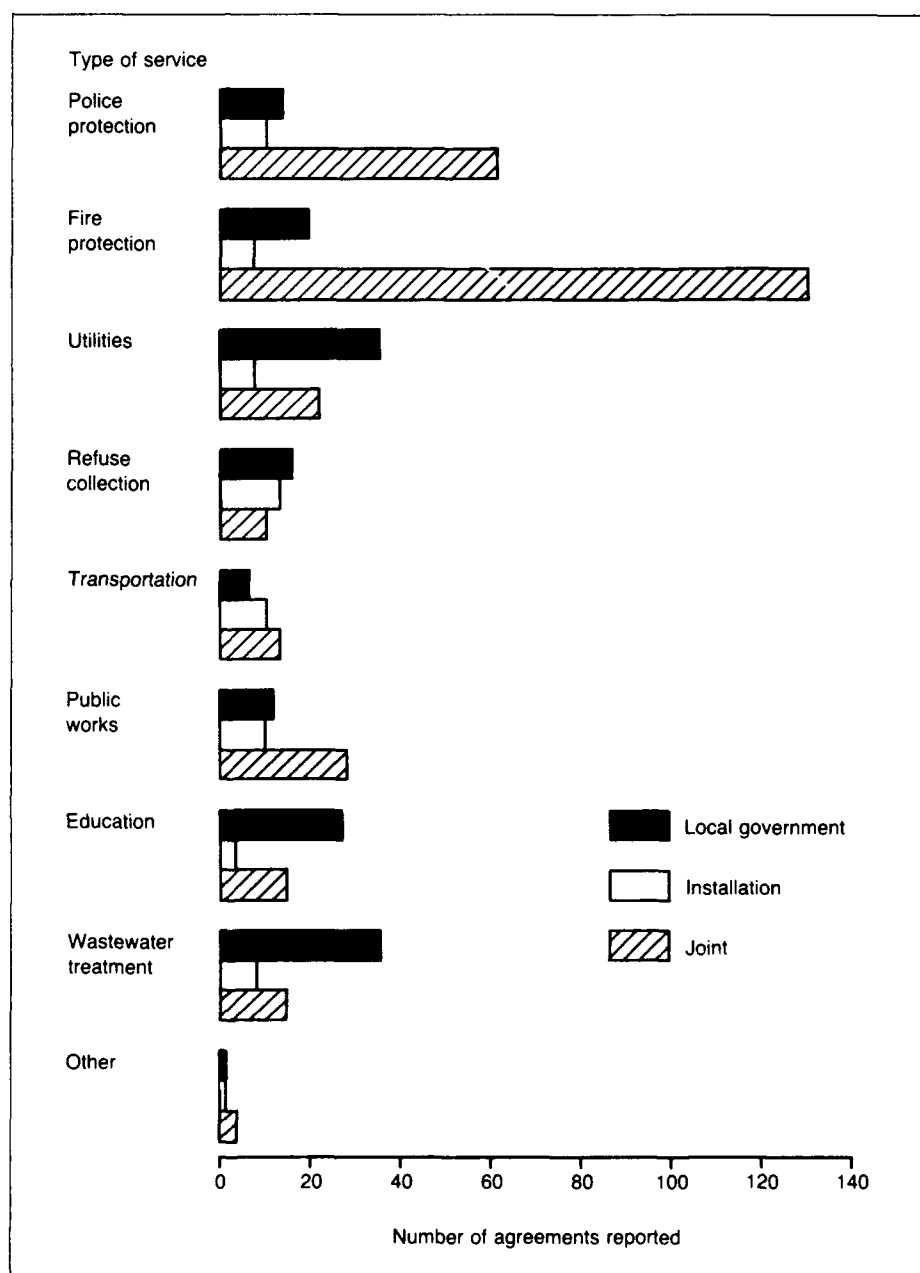


Figure 2 Provider of mutual support services

Figure 2 shows the breakdown of service providers under the mutual support agreements. Joint provision of police, fire, and public works services are the most-common arrangements for those types of mutual support agreements. Local governments are the most-frequent providers of utilities, education, and wastewater treatment services. These latter types of services provided by the local governments are more economical for the installation than it would be if the installation performed the service.

Police protection is frequently mentioned as a jointly provided service because of the areas near military installations that are under concurrent jurisdiction of the local government and federal government. Military family housing, leased rangeland, recreational facilities, airports, etc., are often outside the bounds of the military's exclusive jurisdiction. Under these agreements, local government does not have law enforcement authority on the installation in areas of exclusive jurisdiction nor can military personnel be used to apprehend civilian lawbreakers. Federal law permits the execution of mutual support agreements for the purpose of fire protection and fire fighting. In the strictest sense, these are mutual aid agreements as they are only executed on an as required basis. The availability of additional apparatus and personnel can have a beneficial effect on a community's fire rating. Also specialized fire-fighting capabilities such as aircraft rescue can be made available to the community.

Military installations can acquire the protection of additional structural fire-fighting equipment and personnel without the costly construction of new facilities. Many communities and installations are developing sophisticated hazardous material response capabilities that can be used in either environment.

Figure 3 shows the reported frequency of the nine different kinds of mutual support agreements. A total of 518 instances of mutual support agreements were identified by the 171 community CAOs that said they had mutual support agreements.

Often services are provided between communities and installations on an "as needed" basis. These services may or may not involve cost reimbursement. A total of 109 community CAOs (40.1% of the respondents to that question) indicated that their community provides some service to the installation in the absence of a formal mutual support agreement. An almost equal number, 107 (39.5%), of CAOs indicated that they received services in the absence of formal mutual support agreements. On average, 43.0% of the CAOs from larger

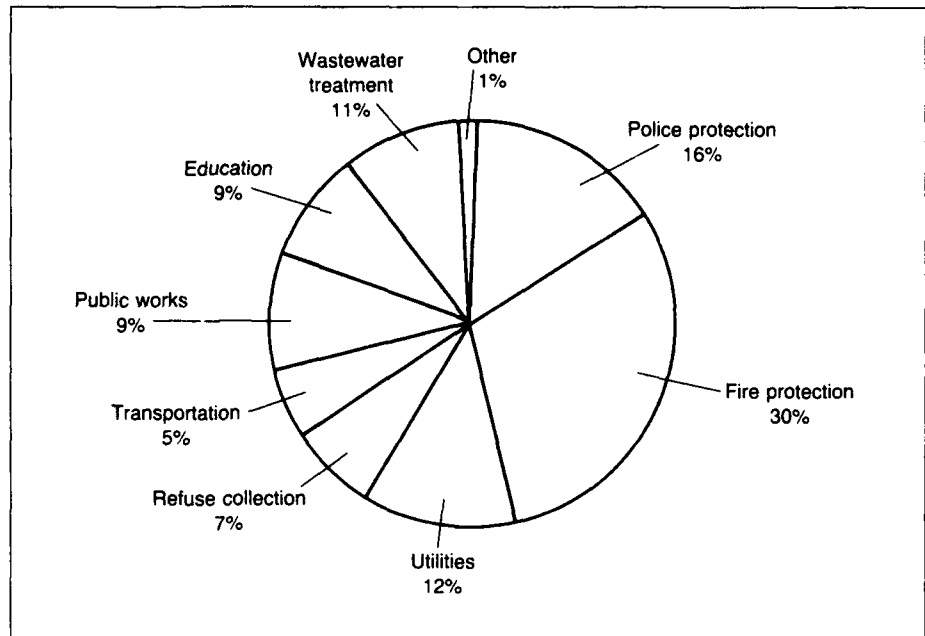


Figure 3 Percentages of reported mutual service agreements by function

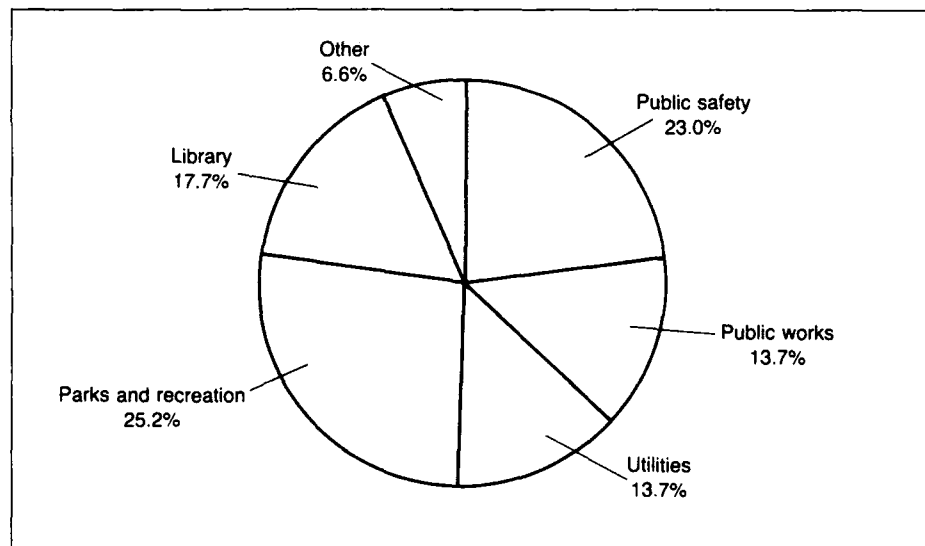


Figure 4 Services provided by the community to the installation—no formal agreement

communities responding to the survey indicated that they gave (42.9%) or received (44.2%) services with no formal mutual support agreements, and 39.0% of the smaller community managers indicated that they either provided (39.6%) or received (38.6%) services without having a mutual support agreement in place.

Types of Services Received and Provided. Figures 4 and 5 show which types of installation services in the absence of formal mutual support agreements the respondents provided or received and how

often. The 105 responding CAOs provide a total of 226 services to the installation. It is evident that many communities have provided more than one service. The CAOs identified parks and recreation (57) as the most frequently provided service, public safety (52) as the next, library services were provided by 40, public works and utilities by 41 each, and "other" by 15.

The 107 CAOs responding that they had received 158 occasions of service provision without a formal mutual support agreement identified emergency services (70) as the

most frequently received service followed by "other" (33), public safety (31), and public works (25).

Emergency Management

In every community, there is potential for unplanned mishaps. Over 93% of the survey respondents reported that they have an emergency-management plan. Larger communities report such a plan in at an impressive 97.7% rate (42 of 43) while respondents from smaller communities report an emergency-preparedness plan in 91.7% of the cases. The smallest population group (5,000 to 9,999) reflected the smallest proportion of emergency-management plans (83%).

Regionally, emergency-management plans were most frequently reported by respondents in the West, where 98.8% of the jurisdictions have plans. The North Central region reported 92.3%, followed by the South and Northeast at 89.0% and 88.6%, respectively.

Central communities are most likely to have an emergency-management plan (97.2%) from among the three metro types of communities while suburban communities report the lowest percentage (88.8%).

Of the 244 responding to the question, 151 or 61.9% indicated that they included some resources from the nearby military installation in their emergency planning. Almost 73.0% of the larger jurisdictions reported including the installation in emergency planning, whereas a smaller proportion (59.8%) of the smaller communities indicated that collaboration.

The South and West regions are more likely to include the neighboring military installation in their emergency plan. Approximately 66% from both of those regions included the base; whereas, in the Northeast and North Central regions 47% and 57%, respectively, indicated sharing emergency resources.

Based on responses, central communities are the most likely to include resources from a nearby installation in their emergency planning (72%) while suburban locations are the least likely to include those resources in their planning (52%). Communities with only one installation nearby reported including some installation resources less frequently (58.1%) than communities near multiple installations (69.1%). Figure 6 shows the reported use of each different category of military installation resources used in local government emergency plans. Equipment and personnel were the resources most frequently mentioned, followed by evacuation resources.

Military Assistance to Safety and Traffic (MAST)

The Military Assistance to Safety and Traffic (MAST) program was designed to provide aircraft assets to local government for such services as medical evacuation, blood and organ transportation, and similar missions. Only 25% of the local government man-

agers surveyed reported being familiar with the MAST program.

As with many other responses, the larger communities were somewhat more familiar (28.6%) with the program than were the respondents from smaller communities (24.6%). Respondents from southern communities reported the highest degree of familiarity with the program (33%), but only

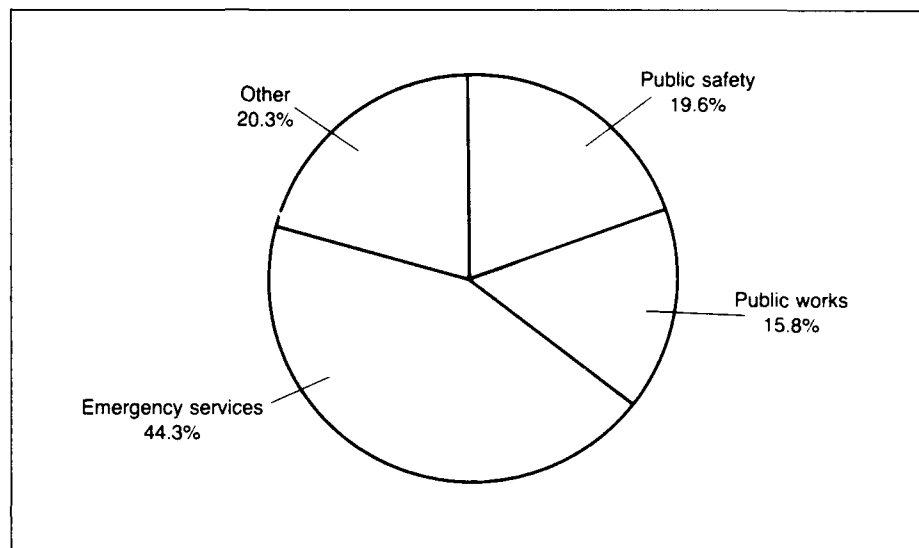


Figure 5 Services provided by the installation to the community—no formal agreement

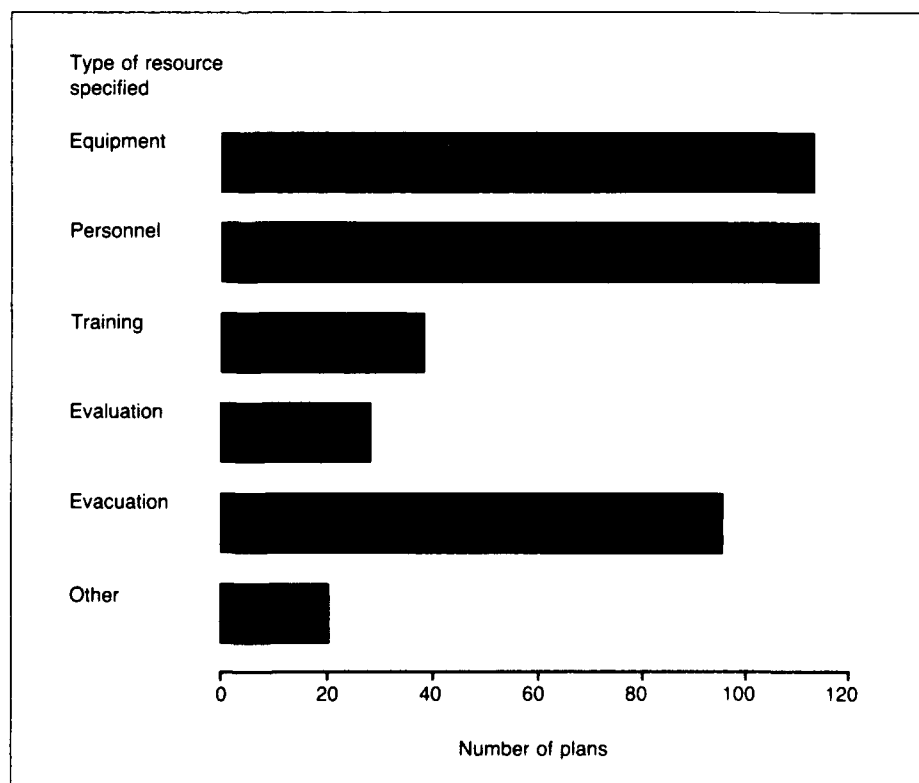


Figure 6 Military resources used in local government plan

about 17% in the Northeast indicated they were acquainted with the program.

Of those who reported being familiar with the MAST program, only 58% reported receiving assistance. This percentage represents 13.6% of all respondents to the survey.

Volunteerism by Military Personnel

Citizens who volunteer through their local government provide a valuable pool of knowledge, skills, and physical resources to a community. These resources help keep program costs low and provide services that would not otherwise be available in the community. Whether or not military personnel live on the installation or in the community, they are a potential resource. Half (51%) of the 267 local government managers responding to this question reported that military personnel volunteer services to the community through the local government. Fifty-five percent of the larger communities responding reported that their military personnel volunteer in the community. In both the North Central and West regions, 48% in each region participate as volunteers. The Northeast and West reported 50% and 48%, respectively.

Military personnel in communities where there is more than one installation participate in volunteer activities at a slightly higher rate (55.2%) than they do in communities with only one installation (48.6%). Figure 7 shows the percentage of military volunteers by the type of activity reported. There were 129 local governments responding to the question.

Land-Use Planning

The vast majority (91.6%) of the survey respondents reported that their communities have a comprehensive land-use plan (CLUP). The larger communities almost always have a CLUP (97.7%), and 90.5% of the smaller communities report having one. The smallest population category of communities surveyed, communities of 5,000 to 9,999, were the least likely to have a CLUP (83%). Both local governments with over 1,000,000 people reported a CLUP.

Managers from large communities reported that their CLUP addressed the impact of the installation on the community with greater frequency (68.3%) than the smaller communities (43.4%).

Regionally, over half (55.4%) of the combined responses from the managers in the South and West regions show that their CLUPs recognize the impact of the nearby installation. The percentage of the com-

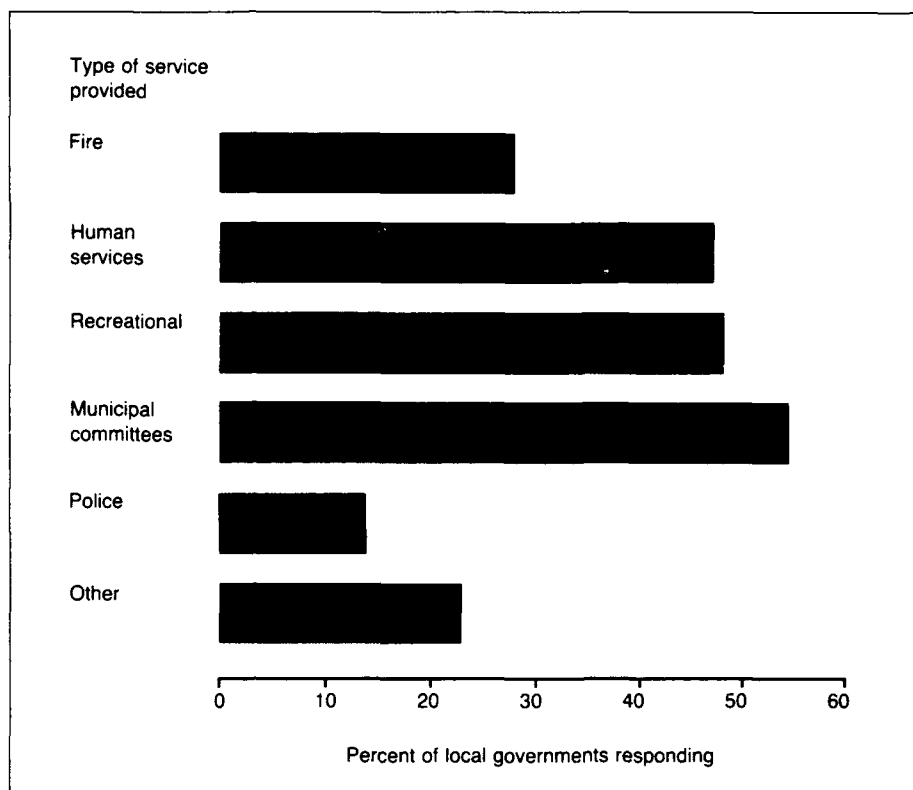


Figure 7 Types of volunteer services provided

bined North Central and Northeast regions is 31.3%.

Responses indicate that of those local governments that do consider the impact of the installation, those with central city and county status are slightly more likely to consider the impact.

Additionally, communities with more than one installation nearby are more likely (54.8%) to consider the impact of the installation than those communities with only one installation (44.0%).

Taking a different perspective and assessing community encroachment on the installation, only 26% of the responding managers indicated that their CLUP addressed this issue. Almost half (47.5%) of the large communities recognized the possibility that land-use decisions in the community affected the ability of the installation to perform its mission, but only 22.0% of the communities under 100,000 population reported community encroachment as a consideration in their CLUP. CLUPs in the West and South regions are more likely to address the issue than those in the Northeast and North Central regions.

Of the community managers reporting that they do consider the encroachment of the community on the installation in their CLUP, the central and suburban community do so more often.

Communities with more than one installation nearby are slightly more likely (29%) to consider encroachment than those communities are with less than one installation (24%).

Joint Land Use

Few local government managers (15.9%) report having joint land-use agreements with their neighboring military installation. CAOs from large communities report land-use agreements at a rate 2.3 times that of the managers from smaller communities (30.7% to 13.3%). The majority of these cases seem to be centered around community use of the installation land for recreation. Some communities share the military airfield for commercial aviation service. This joint use is limited to remote areas or areas where there is insufficient land to develop an air facility.

Communities in the West region are 4.4 times more likely to have a joint land-use agreement than communities in the Northeast region (25.0% to 5.7%) and 2.5 times more likely than communities in the North Central region (25.0% to 10.0%).

Central communities reported a higher percentage of joint land-use agreements (24%) than either independent (15%) or suburban (12%) communities, and local governments with multiple installations re-

port a higher incidence of joint land-use agreements than do communities with one installation (22% to 13%).

Military Participation on Local Planning Boards

Community managers report that it is uncommon for installation representatives to serve on local planning boards. Only 37 out of 269 respondents (13.8%) indicated that there were military representatives on their boards. On a percentage basis, more of the CAOs from larger communities (23%) report a practice of including installation representatives on planning boards than do those from smaller local governments (12%).

Although installation representatives serve on few local planning boards, the proportion in the West (15.5%) region is highest, followed closely by the Northeast (14.7%). Communities near a single installation have the installation represented on their planning board less frequently than those communities with more than one installation nearby.

Strategic Planning Process

Only 77 of 267 respondents (29%) reported that their community included representatives from the nearby military installation in their strategic planning process. In the larger communities, military representatives participated in 48.8% of the responding cases, and in communities under 100,000, installation representatives only participated in 25.2% of their communities. In the smallest communities, installation officials participated only 8.9% of the time.

Installation representatives participate in the community strategic planning process most frequently in the West (38.1%), in the South (26.0%), and least frequently in the Northeast (21.0%) and North Central (19.0%) regions. The percentages of central and independent communities that include military representatives are higher than those in suburban locations.

The percentages of entities with more than one base and a military representative in strategic planning is higher (50.4%) than the percentage of those with only one base (25.3%).

Economic Influence of the Installation

Survey respondents were asked to rate the economic impact of the military presence in the community on a scale of 1 (no impact) to 5 (major impact).

The breakdown of the 270 responses is shown in Table 5. Military installations were seen to have a major impact in 99 cases (36.7%) while having no impact in only 17 cases (6.3%). In the aggregate, 253 (93.7%) of the respondents indicated that the presence of the military installation has an effect.

In the South region, 42% feel that the base has a major economic impact on the community. Slightly over 36.0% of the West and 32.0% of the North Central managers

describe the economic impact as "major," as do 28.5% of the Northeast managers.

The percentage distribution of responses by metro status was almost identical regardless of whether there was one or more installation.

The level of economic dependency or impact that a military installation has on its neighboring community may be related to the amount of contracting that the installation does locally. Figure 8 reflects the responses of 241 local government man-

Table 5 ECONOMIC INFLUENCE OF INSTALLATION

Classification	No reporting (A)	Extent of impact				
		None	2	3	4	Major
Total, all cities and counties	270	17	50	47	57	99
Population group						
Over 1,000,000	2	0	1	0	0	1
500,000-1,000,000	7	1	0	4	1	1
250,000-499,999	7	0	0	1	3	3
100,000-249,999	26	2	0	2	9	13
50,000-99,999	37	0	4	6	11	16
25,000-49,999	61	4	13	7	8	29
10,000-24,999	82	3	19	16	17	27
5,000-9,999	48	7	13	11	8	9
Geographic region						
Northeast	35	4	9	7	5	10
North Central	53	2	13	8	13	17
South	97	4	14	20	18	41
West	85	7	14	12	21	31
Metro status						
Central	70	3	4	11	17	35
Suburban	124	12	31	23	26	32
Independent	76	2	15	13	14	32
Number of bases						
One	88	7	15	14	21	31
More than one	177	10	35	31	36	65

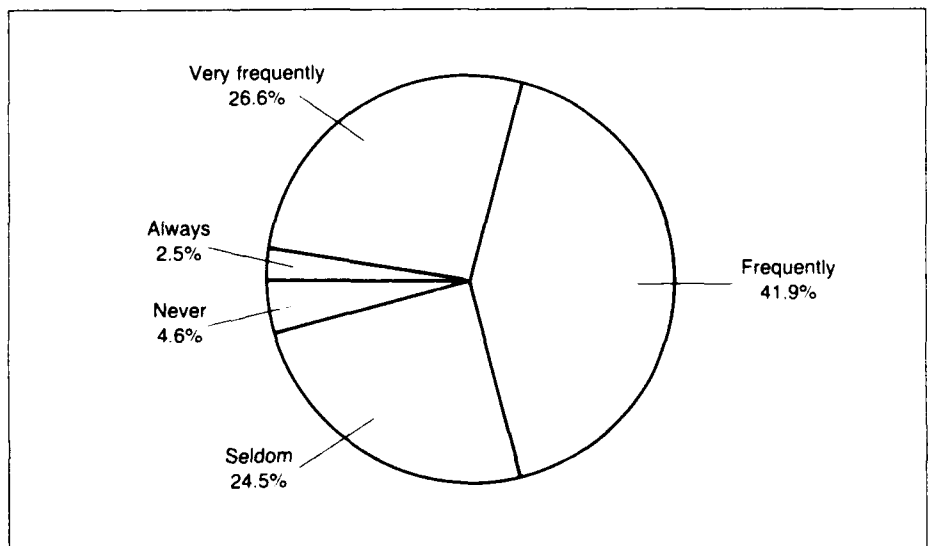


Figure 8 Percentages of installation contracts with local governments

agers to the question of how often their installation contracts for goods and services in the community. The "always," "very frequently," and "frequently" responses account for 70.4%.

Some military installations operate a procurement outreach center to help local companies compete for installation business by assisting them in understanding the maze of procurement regulations. Of 251 responses to this question, only 59 community CAOs (23.5%) indicated the installation near them has an outreach center.

Education, Health, and Social Services

Table 6 details how public school education is provided in 270 communities. The overwhelming response was that public education is provided through school districts. City and county governments provide education in only 41 (15.2%) of the cases. The majority of the city/county school systems were identified in the South (70.7%) and Northeast regions (21.9%). In the West, all respondents indicated that education was provided by special districts. The response from the West accounts for 31.5% of the 270 responses. Only 1 of the 270 responses indicated that education services were provided by another local government.

Impact Aid. Educational impact aid is funding provided by the federal government

to school systems to help defray the cost of educating military dependents. Out of the 254 question respondents, 158 (65.6%) indicated that impact aid was received. Of the 83 who indicated that they did not receive impact aid, 59 answered the question that asked whether they had requested impact aid. Of this group, only nine had requested impact aid and had not received it.

Of the 156 responding managers, 74 (47.4%) felt that the impact aid met program needs. (Note that 2 of the original 158 who indicated that impact aid was received did not respond to the question about the effectiveness of the aid.) Of those who responded that impact aid did not meet program requirements (52.6%), 85.4% were communities with populations less than 100,000.

Within each region, those reporting that impact aid is insufficient remains relatively constant—from a low of 47.2% in the West to the highest percentage reporting inadequate funds in the Northeast (52.6%). The proportions for the other two regions fall in between these percentages. There is no noticeable disparity in distributions according to metro status either, with the 54.4% of the suburban areas reporting that the aid did not meet their needs, followed by 52.1% of the independent areas, and 50.0% of the central areas reporting dissatisfaction.

Communities with only one installation nearby report having a better chance of the

impact aid meeting program requirements (52.0%) than those with more than one base (41.4%).

Military Dependents. Survey respondents were asked to estimate the number of military dependents in their school system. According to the CAOs who responded, an average of 13.7% of the students in kindergarten through 12th grade were military dependents. Managers in communities of over 100,000 population reported an average of about 12% military dependents in their schools while managers in communities of less than 100,000 population reported that an average 14% of the same school grade population is made up of the children of military personnel. Regionally, the respondents reported approximately the same percentage distribution with a low of 12.3% in the Northeast and a high of 14.8% in the South. Communities with only one installation near their school system reported that 12.2% of their school children were military dependents as opposed to 15.7% of the school age population in communities with more than one installation nearby.

Housing

As reported by the managers in 240 jurisdictions, the average number of military personnel in their communities is 4,744. In communities with only one installation, this average drops to 3,372 and increases to an average of 7,098 in jurisdictions with more than one installation. These large numbers of military personnel could put a strain on the supply of affordable housing in some areas.

Housing referral offices to assist military personnel were reported in 74.8% of the 230 responding jurisdictions (Table 7). Communities of 5,000 to 9,999 in population reported the lowest percentage of a housing referral office (66.9%).

The majority of responding local government managers (66.9%) felt that there was sufficient affordable housing in their community for military personnel. Communities with populations of less than 100,000 felt that there was affordable housing in 68.2% of the cases while communities of more than 100,000 felt that there was affordable housing for military personnel in only 60.0% of the communities.

Regionally, affordable housing for military personnel was reported least accessible in the Northeast with only 29% of the communities indicating availability and most available in the South where 76% of the communities have affordable housing for the military (See Table 7). Affordable hous-

Table 6 HOW LOCAL EDUCATION IS PROVIDED

Classification	Who provides education				Fed. impact aid ¹	
	No reporting (A)	Indep sch. dist. (No.)	City/county govt. (No.)	Other govt. (No.)	recd. (No.)	suffic. (No.)
Total, all cities and counties	270	228	41	1	158	74
Population group						
Over 1,000,000	2	2	0	0	1	1
500,000-1,000,000	7	5	2	0	7	3
250,000-499,999	7	7	0	0	6	3
100,000-249,999	26	22	4	0	18	7
50,000-99,999	38	29	9	0	21	8
25,000-49,999	61	54	7	1	41	19
10,000-24,999	82	68	13	0	46	23
5,000-9,999	47	41	6	0	18	10
Geographic region						
Northeast	34	25	9	0	18	9
North Central	53	50	3	0	21	10
South	98	68	29	1	58	27
West	85	85	0	0	61	28
Metro status						
Central	70	61	9	0	45	20
Suburban	124	105	18	1	70	31
Independent	76	62	14	0	43	23
Number of bases						
One	179	149	29	1	101	51
More than one	87	75	12	0	54	23

¹Only those who indicated that they received federal impact aid are included in the columns.

ing was least available in suburban communities (62.2%) and most available in independent communities (72.6%). In areas with multiple installations nearby, 50.0% of the local government managers reported sufficient affordable housing for military personnel while 76.7% of those communities that had only one installation indicated that there was sufficient affordable housing.

Military Use of Local Social Services

Survey respondents were asked whether military personnel regularly used social services provided by their jurisdiction. Table 8 shows the breakdown of those responses. Generally, the majority of managers reported that the service was not provided by their local government. Of the services provided by the communities, about half of the respondents reported that military personnel used them on a regular basis.

The only service reportedly used in the majority of communities is "juvenile services." Of the 196 community CAOs answering the question, 109 (55.6%) provide juvenile services. Of these 109 providing these services, 67 (61.5%) responded that military personnel use them on a regular basis. Communities with populations of more than 100,000 in population that provide juvenile services, military personnel were reported to use the service by 63.6% of the respondents. It should be noted that these services were available in a higher percentage of the larger communities. In the 87 communities of less than 100,000 that report having juvenile services, 60.9% reported military personnel use.

On a regional basis, 80.6% of the CAOs in the West that report providing juvenile services report that military personnel use them on a regular basis. The rate of use in communities providing the service in the other regions was between 52% and 56%.

Slightly over 55% of the communities that offer juvenile services and have only one installation nearby report that military staff and their families avail themselves of that service. In contrast, 71.8% of the communities that have more than one installation nearby and offer juvenile services reported that military personnel used the service.

Facilities

Less than one third (31.5%) of the 260 respondents indicated that the military installation near them rented or donated buildings or recreational facilities to the

Table 7 MILITARY HOUSING

Classification	No. reporting (A)	Base referral		Local government housing ¹	
		No.	% of (A)	Affordable ² (No.)	Search assistance ³ (No.)
Total, all cities and counties	230	172	74.8	174	38
Population group					
Over 1,000,000	2	2	100.0	0	0
500,000-1,000,000	6	6	100.0	4	2
250,000-499,999	6	6	100.0	3	2
100,000-249,999	21	19	90.5	17	3
50,000-99,999	31	27	87.1	24	7
25,000-49,999	57	40	70.2	40	6
10,000-24,999	69	48	69.6	59	11
5,000-9,999	38	24	63.2	27	7
Geographic region					
Northeast	27	20	74.1	9	5
North Central	44	30	68.2	34	10
South	88	70	79.5	73	12
West	71	52	73.2	58	11
Metro status					
Central	62	50	80.6	47	9
Suburban	100	73	73.0	74	14
Independent	68	49	72.1	53	15
Number of bases ⁴					
One	148	102	68.9	129	24
More than one	79	67	84.8	44	13

¹Only those responding "yes" were included.

²A total of 260 responded to the question about affordable housing.

³A total of 253 responded to the question about search assistance provided by the local government.

⁴The numbers in this column do not equal the total due to incomplete responses.

Table 8 MILITARY USE OF LOCAL GOVERNMENT SERVICES

Type of service	No. reporting (A)	Used		Not provided	
		No.	% of (A)	No.	% of (A)
General health care	230	60	26.1	118	51.3
Family counseling	224	50	22.3	121	54.0
Psychiatric counseling	217	40	18.4	126	58.1
Drug abuse counseling	218	46	21.1	123	56.4
Alcohol abuse treatment	218	49	22.5	121	55.5
Family planning	122	52	42.6	122	55.0
Juvenile services	196	67	34.2	87	44.4

community. Buildings or recreational facilities could be rented or had been donated in 41.5% of the larger communities while only 29.7% of the less-populated communities had access to such facilities.

The 239 responses to the question of whether civilians are permitted to use recreation facilities on the installation reveal that this practice is allowed in only 41.0% of the responding communities (Table 9). The smaller communities reported a higher frequency of civilian use of installation facilities than did the larger jurisdictions.

In the Northeast, 33.3% of the CAOs reported civilian use of the installation's facilities; whereas in the West, 42.2% re-

ported that civilians had permission to use the facilities.

Summary

Civilian-military relations depend on a complex set of circumstances that exist in each community that is located near a military installation. The demographics of each community and the mission of the military installation greatly affect the tenor and texture of the relationship. Some communities have established and maintained relationships through the use of a formal organization such as a base-community council or military affairs committee. But civilian-

Table 9 USE OF FACILITIES

Classification	Installation donates rents buildings ¹ (A)	Civilians use recreation facilities ² (B)
Total, all cities and counties	82	98
Population group		
Over 1,000,000	0	1
500,000-1,000,000	4	4
250,000- 499,999	2	2
100,000- 249,999	11	4
50,000- 99,999	11	12
25,000- 49,999	19	24
10,000- 24,999	25	33
5,000- 9,999	10	18
Geographic region		
Northeast	10	10
North Central	15	20
South	29	32
West	28	36
Metro status		
Central	20	19
Suburban	37	42
Independent	25	37
Number of bases		
One	51	63
More than one	31	32

¹These numbers reflect the "yes" responses. The total number of responses was 260.

²These numbers reflect the "yes" responses. The total number of responses was 239.

military relations have a broader base than just the meetings held between community officials and military commanders. The survey found that in addition to civic and military leaders, citizens, members of the chamber of commerce, council members, and others attend meetings with military personnel. The involvement of these different group members indicates how integral these relationships can be to the community.

The survey results indicate that the installations and the communities have mutually dependent relationships. Many cooperative arrangements have been negotiated to enhance the quality of life for civilians and military personnel in the community.

The presence of a military installation in a community clearly provides challenges and opportunities for military personnel and the community residents. Studying the responses to the survey may assist local government managers in creating and developing relationships that will benefit the community and the base and result in a more-productive and more-prosperous environment.

The individual listings that follow are responses provided to the survey, the numbers above the columns correspond to the survey questions preceding the individual responses.

MILITARY/CIVILIAN RELATIONS—1988

Definitions

The following terms and definitions were used throughout the survey:

Installation—Refers to all federal military facilities including bases, stations, commands, munitions centers, testing sites and facilities, and hospitals. (This *does not* include national guard or reserve force facilities.)

Military Personnel—Refers to active duty military personnel and their dependents. Does not include civilians who work for the installation.

"C" indicates county; "c" indicates city.

1. Is there a military installation in or adjacent to your community? (Adjacent means close enough to share labor force and public utilities.)
- 1a. If "NO," is there a nearby military installation within 10 miles of your community?
2. Is there more than one installation in or within 10 miles of your jurisdiction?
3. Is there a military/civilian relations committee in your community?
4. Does the chief administrative officer ever meet with the installation commander (or equivalent) to discuss issues of relevance to the community?
5. Are your U.S. Senators or House representative(s) active in your local government's relations with the installation?
6. Do installation and local government department heads communicate on a regular basis, (e.g., installation fire chief/community fire chief; installation public works director/community public works director)?
7. In your opinion, has an institutional relationship been established between your local government and the installation that is not appreciably affected by a change in leadership on either side?
8. Are there mutual support agreements between your local government and the installation that address the provision of public services?
9. Are there mutual support agreements that are currently being proposed or developed?
10. Are there mutual support agreements that have been discontinued?
11. Does your *local government* provide services to the *installation* in the **absence** of mutual support agreements?

1. 1a. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 13a. 14. 14a.

ALABAMA

ANNISTON..... c	29,370	Y	.	Y	Y	Y	Y	N	Y	Y	N	N	N	N	Y	Y	N	.
DOTHAN..... c	53,310	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
MONTGOMERY..... C	215,400	Y	.	Y	Y	Y	N	Y	Y	Y	N	N	Y	N	Y	Y	Y	N
OZARK..... c	13,094	Y	.	N	Y	Y	N	N	Y	Y	N	N	N	N	Y	Y	Y	Y

ALASKA

FAIRBANKS..... c	27,610	Y	.	Y	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y	N	.
KODIAK ISLAND..... C	13,800	Y	.	N	Y	Y	Y	N	Y	Y	N	N	Y	Y	Y	Y	Y	N

ARIZONA

AVONDALE..... c	9,012	N	Y	N	N	N	N	N	N	Y	N	N	N	N	Y	Y	N	.
GILBERT..... c	7,798	Y	.	N	Y	Y	N	Y	Y	Y	N	N	N	N	Y	N	N	.
GLENDALE..... c	113,888	Y	.	N	Y	Y	N	Y	Y	Y	N	N	N	N	Y	Y	N	.
MARICOPA..... C	1,885,400	Y	.	Y	Y	Y	N	N	Y	N	N	N	N	N	Y	N	N	.
MESA..... c	193,931	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	N	N	.
PHOENIX..... c	853,266	N	Y	.	N	N	Y	N	N	N	N	N	N	N	Y	.	N	.
SIERRA VISTA..... c	29,330	Y	.	N	Y	Y	N	Y	Y	Y	Y	N	N	Y	Y	Y	N	.
TUCSON..... c	358,850	Y	.	N	N	Y	Y	Y	Y	Y	N	N	Y	N	Y	Y	N	.
YUMA..... c	47,240	Y	.	N	Y	Y	N	Y	Y	Y	N	N	Y	Y	Y	Y	N	.

-
12. Does the *installation* provide services to the *community* in the **absence** of mutual support agreements?
13. Does your local government have an emergency management (disaster) plan?
- 13a. If "YES," Is military support specified in the plan?
14. Are you familiar with the Military Assistance to Safety and Traffic Program (MAST)?
- 14a. If "YES," has your community ever received assistance from the installation under this program?
15. Do military personnel provide volunteer services through your *local government* to the community?
16. Does your local government have a comprehensive land use plan?
- 16a. If "YES," A. Does it address the impact of the *installation's* mission on your municipality?
- 16b. B. Does it address the *municipality's* encroachment on the installation's mission?
17. Does your local government have joint land-use agreements with the installation?
18. Do installation representatives serve on local government planning boards and/or commissions?
19. Are installation representatives involved in the local government's strategic planning process?
20. Is there a procurement outreach center in your community to help local companies secure installation contracts?
21. Does the public school system receive impact aid for schooling provided to military dependents?
- 21a. If "NO," has impact aid ever been requested?
22. If the public school system receives impact aid, does this aid meet program needs for providing education to military dependents?
23. Is there a housing referral office at the installation that assists in locating off-base housing for military personnel?
24. In your opinion, is there a sufficient supply of affordable housing in the community?
25. Are there local government programs that assist military personnel in finding affordable housing?
26. Does the installation ever rent or donate buildings or recreational facilities to the community?
27. Are civilians permitted to use installation recreational facilities?
-

15. 16. 16a. 16b. 17. 18. 19. 20. 21. 21a. 22. 23. 24. 25. 26. 27.

ALABAMA

ANNISTON.....	Y	Y	N	N	N	N	N	N	Y	.	Y	Y	Y	N	N	N
DOTHAN.....	Y	Y	Y	N	Y	N	N	N	Y	.	Y	Y	Y	N	.	Y
MONTGOMERY.....	N	N	.	.	.	N	N	Y	Y	.	Y	Y	Y	N	Y	N
OZARK.....	Y	Y	Y	N	N	N	N	N	Y	.	.	Y	Y	.	Y	Y

ALASKA

FAIRBANKS.....	Y	Y	Y	N	Y	N	Y	Y	Y	.	.	Y	Y	.	Y	Y
KODIAK ISLAND.....	Y	Y	Y	Y	N	Y	Y	Y	Y	.	N	Y	Y	N	Y	Y

ARIZONA

AVONDALE.....	N	Y	N	N	N	N	N	N	Y
GILBERT.....	N	Y	Y	Y	Y	N	N	N	Y	.	Y	Y	Y	N	N	N
GLENDALE.....	Y	Y	Y	Y	N	N	Y	.	Y	.	.	.	Y	N	Y	.
MARICOPA.....	N	Y	Y	Y	Y	Y	Y	Y	N	N	.	Y	N	N	N	N
MESA.....	Y	Y	Y	Y	Y	N	Y	Y	Y	.	Y	Y	Y	N	N	N
PHOENIX.....	N	Y	N	N	N	N	N	N	Y	.	.	.	N	N	N	.
SIERRA VISTA.....	Y	Y	N	N	Y	Y	Y	Y	Y	.	Y	Y	Y	N	Y	Y
TUCSON.....	Y	Y	Y	Y	.	N	Y	Y	Y	.	Y	Y	Y	N	N	N
YUMA.....	Y	Y	Y	Y	N	N	Y	Y	Y	.	N	Y	Y	N	N	N

			1.	1a.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	13a.	14.	14a.
ARKANSAS																			
JACKSONVILLE.....	c	29,650	Y		N	Y	Y	Y	Y	Y	Y	N	N	Y	N	Y	Y	N	.
CALIFORNIA																			
ATWATER.....	c	19,920	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	N	N	Y	Y	N	.
BARSTOW.....	c	20,250	Y	.	Y	Y	Y	Y	N	Y	N	N	N	Y	Y	Y	Y	N	.
BERKELEY.....	c	104,110	N	Y	N	N	N	N	N	N	N	N	N	N	N	Y	N	N	.
CARSON.....	c	87,840	N	Y	Y	N	N	N	N	N	N	N	N	N	N	Y	.	N	.
COLTON.....	c	29,390	Y	.	Y	Y	N	N	N	Y	N	N	N	Y	N	Y	N	N	.
CORONADO.....	c	20,840	Y	.	Y	Y	Y	N	N	N	Y	Y	.	Y	Y	Y	Y	N	.
DAVIS.....	c	41,230	N	Y	N	N	N	N	N	N	N	N	N	Y	N	Y	Y	N	.
DUBLIN.....	c	19,110	Y	.	N	N	N	N	Y	N	N	N	N	N	N	Y	N	N	.
EL CENTRO.....	c	27,880	N	Y	N	Y	Y	N	Y	Y	Y	N	N	N	N	Y	N	N	.
EUREKA.....	c	24,880	Y	.	Y	Y	Y	Y	N	Y	Y	.	.	Y	Y	Y	Y	N	.
FAIRFIELD.....	c	68,750	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	N	N	Y	Y	N	.
GRAND TERRACE.....	c	10,240	Y	.	Y	N	N	N	N	N	N	N	N	N	Y	Y	N	N	.
HANFORD.....	c	24,990	N	Y	N	N	Y	N	Y	Y	Y	N	N	N	Y	Y	Y	N	.
IMPERIAL.....	c	107,000	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y	Y	Y
IRVINE.....	c	88,440	Y	.	Y	N	Y	Y	Y	Y	N	N	N	N	Y	Y	N	N	.
LANCASTER.....	c	63,530	Y	.	Y	Y	Y	Y	N	Y	Y	.	N	Y	Y	Y	Y	Y	N
LOMPOC.....	c	31,120	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	N	N	.
LOS ALAMITOS.....	c	11,880	Y	.	Y	N	Y	Y	Y	Y	.	.	N	Y	N	Y	Y	N	.
MARINA.....	c	27,130	Y	.	Y	N	Y	Y	Y	N	Y	Y	.	N	N	Y	N	N	.
MONTEREY.....	c	30,040	Y	Y	Y	N	Y	Y	Y	Y	Y	N	N	Y	N	Y	Y	Y	Y
NEWARK.....	c	37,420	N	Y	Y	N	N	N	N	Y	N	N	N	N	Y	Y	Y	N	.
NOVATO.....	c	45,720	Y	.	N	N	Y	N	N	Y	N	N	N	Y	N	Y	N	N	.
OCEANSIDE.....	c	99,140	Y	.	N	Y	N	Y	Y	Y	Y	Y	Y	Y	N	Y	N	Y	Y
OXNARD.....	c	126,980	Y	.	Y	N	N	N	N	Y	Y	N	N	N	N	Y	Y	N	.
PALMDALE.....	c	27,340	Y	.	Y	N	Y	Y	Y	Y	Y	Y	N	Y	N	Y	Y	N	.
PALOS VERDES ESTATES....	c	14,590	Y	.	Y	N	N	N	N	N	N	N	N	N	N	Y	N	N	.
PLACENTIA.....	c	38,250	N	Y	Y	N	N	N	N	N	N	Y	N	N	Y	Y	Y	N	.
RANCHO PALOS VERDES.....	c	46,540	Y	.	Y	N	Y	Y	Y	N	Y	N	N	Y	N	Y	Y	N	.
RIALTO.....	c	53,790	N	Y	N	N	N	N	N	N	N	N	.	N	N	Y	N	N	.
RIDGECREST.....	c	24,970	Y	.	N	Y	N	Y	Y	N	Y	Y	N	N	Y	Y	N	Y	N
ROSEVILLE.....	c	29,570	N	Y	N	N	N	N	N	N	N	N	N	N	N	Y	N	N	.
SACRAMENTO.....	c	323,550	Y	.	Y	Y	N	Y	Y	Y	N	N	N	N	N	Y	N	N	.
SALINAS.....	c	96,960	Y	.	N	Y	Y	N	N	Y	Y	Y	N	N	N	Y	Y	Y	Y
SAN BUENAVENTURA.....	c	83,390	Y	N	N	N	N	N	N	N	N	N	N	N	N	Y	N	N	.
SAN DIEGO.....	c	2,201,300	Y	.	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	N	Y	Y	Y	N
SEAL BEACH.....	c	26,870	Y	.	Y	Y	Y	N	Y	Y	Y	N	N	Y	Y	Y	Y	N	.
SEASIDE.....	c	37,050	Y	.	Y	N	Y	Y	N	Y	N	N	N	Y	N	Y	Y	Y	Y
SUNNYVALE.....	c	112,130	Y	.	Y	Y	Y	N	Y	N	Y	N	N	Y	Y	Y	Y	N	.
VICTORVILLE.....	c	22,890	Y	.	N	Y	Y	N	N	Y	Y	N	N	N	N	Y	Y	N	.
WESTMINSTER.....	c	73,230	Y	.	Y	N	Y	N	Y	N	N	N	N	N	N	Y	.	N	.
COLORADO																			
AURORA.....	c	217,990	Y	.	Y	Y	Y	Y	Y	Y	Y	Y	N	.	N	Y	Y	N	.
COLORADO SPRINGS.....	c	272,660	Y	.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y
COMMERCE CITY.....	c	17,142	Y	.	Y	N	Y	Y	N	Y	N	Y	N	N	N	Y	N	N	.
PUEBLO.....	c	101,240	Y	N	N	Y	N	Y	Y	N	N	N	N	N	N	Y	Y	N	.
CONNECTICUT																			
GROTON.....	c	39,730	Y	.	N	N	Y	N	Y	Y	Y	N	N	.	.	Y	N	Y	Y
LEDYARD.....	c	14,520	Y	.	N	Y	N	N	Y	Y	Y	Y	N	N	N	Y	N	N	.

15. 16. 16a. 16b. 17. 18. 19. 20. 21. 21a. 22. 23. 24. 25. 26. 27.

ARKANSAS

JACKSONVILLE..... Y Y Y Y N N Y N Y . Y Y 1 N N Y

CALIFORNIA

ATWATER..... N Y Y Y N N Y Y Y . . Y Y N Y Y
 BARSTOW..... Y Y N N N N Y Y Y . N N N N Y Y
 BERKELEY..... N Y N N N N N N N N . N N N N .
 CARSON..... N Y N N N N N N N N . . Y N N .
 COLTON..... Y Y N Y N N N N . . Y Y N N N
 CORONADO..... Y Y . . Y N Y N Y . N N N N Y Y
 DAVIS..... N Y N N N N N N N N . N N N N N
 DUBLIN..... N Y N N N N N N Y . . Y N N Y
 EL CENTRO..... N Y Y N N N N N Y . Y N Y N N Y
 EUREKA..... . Y Y N Y
 FAIRFIELD..... Y Y Y Y N N N N N . N Y Y Y Y N
 GRAND TERRACE..... N Y N N N N N N Y . Y Y Y N N N
 HANFORD..... N Y Y N N N Y N Y . Y Y Y N Y N
 IMPERIAL..... N Y Y Y N Y Y Y Y . . Y N N Y N
 IRVINE..... N Y Y . Y N Y N Y . Y Y N N N Y
 LANCASTER..... Y Y Y Y N N N Y N N . Y Y N N Y
 LOMPOC..... Y Y Y Y N N Y N Y . N Y Y N N Y
 LOS ALAMITOS..... N Y Y . Y N Y N Y . N N N . N N
 MARINA..... N Y Y Y N N N N Y . N Y N N N N
 MONTEREY..... Y Y Y Y Y Y Y N . . Y N N N Y
 NEWARK..... . Y N N N N N N Y . N Y Y N N N
 NOVATO..... N Y N N N N N N Y . N N N N Y Y
 OCEANSIDE..... Y Y N N N N N Y . Y Y Y N Y Y
 OXNARD..... N Y Y N N N N N Y . Y . N N N N
 PALMDALE..... N Y Y N Y Y Y Y Y . Y Y Y N Y N
 PALOS VERDES ESTATES.... Y Y N N N N N N . . N N N .
 PLACENTIA..... Y Y N N N Y Y N Y . Y Y N N N N
 RANCHO PALOS VERDES.... N Y Y Y N N N N N Y N Y N N Y
 RIALTO..... N Y N N N N N N N . Y Y N N N
 RIDGECREST..... N Y N N N N N N . . N Y N Y Y
 ROSEVILLE..... N Y N N N Y Y . Y . N N N N N
 SACRAMENTO..... N Y Y Y N N N . Y . Y Y N N N
 SALINAS..... N Y N N N N N N . . Y N Y N N
 SAN BUENAVENTURA..... N Y N N
 SAN DIEGO..... Y Y N N N Y Y Y Y . Y Y N N N Y
 SEAL BEACH..... Y Y Y N N N N N Y . N Y N N Y N
 SEASIDE..... Y Y Y N N N N N Y . Y N Y N Y
 SUNNYVALE..... Y Y Y N Y N Y . Y . Y N N N N
 VICTORVILLE..... Y Y Y Y Y N N N Y . Y Y Y Y N Y
 WESTMINSTER..... N Y N N N N N N N . . N N N N

COLORADO

AURORA..... N Y . . . N Y N Y . . Y Y N Y Y
 COLORADO SPRINGS..... Y Y N Y Y Y Y N Y . N Y Y Y Y
 COMMERCE CITY..... N Y N N N N N N Y . Y N Y N N Y
 PUEBLO..... N Y Y N N N N N Y . Y Y Y Y N Y

CONNECTICUT

GROTON..... Y Y Y N N N N N Y . Y Y N N N N
 LEDYARD..... Y Y N N N N N N Y . . . N . N

			1.	1a.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	13a.	14.	14a.
FLORIDA																			
ATLANTIC BEACH.....	c	9,750	Y	.	.	Y	N	Y	Y	Y	Y	N	N	Y	Y	Y	.	N	.
AVON PARK.....	c	8,820	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	N	N	.
CALLAWAY.....	c	11,090	Y	.	N	N	N	N	N	N	Y	N	Y	Y
COCOA.....	c	19,120	Y	.	Y	Y	Y	Y	N	Y	Y	N	N	N	Y	N	.	N	.
HILLSBOROUGH.....	C	775,900	Y	.	N	Y	N	N	Y	Y	Y	Y	N	N	Y	Y	N	Y	Y
HOLLYWOOD.....	c	120,910	Y	.	Y	N	N	N	N	N	N	N	N	Y	N	Y	N	N	.
MELBOURNE.....	c	56,740	Y	.	N	Y	Y	N	Y	Y	Y	N	N	N	Y	Y	N	N	.
MILTON.....	c	7,620	Y	.	N	Y	Y	Y	N	Y	Y	N	N	Y	N	N	.	N	.
NICEVILLE.....	c	11,370	Y	.	.	Y	N	N	Y	Y	Y	Y	N	Y	Y	Y	Y	N	.
OKALOOSA.....	C	141,300	Y	.	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	Y	Y	N
PALM BAY.....	c	45,660	Y	.	N	N	N	N	N	N	N	N	N	Y	N	Y	Y	N	.
PANAMA CITY.....	c	35,630	Y	.	Y	Y	Y	Y	Y	Y	Y	.	N	Y	Y	Y	N	Y	Y
PENSACOLA.....	c	63,820	N	Y	N	Y	Y	Y	N	Y	Y	N	N	N	N	Y	Y	Y	N
SANTA ROSA.....	C	66,500	Y	.	N	N	Y	N	N	N	N	N	N	N	N	Y	N	N	.
ST. JOHNS.....	C	72,900	Y	.	N	N	N	N	N	N	N	N	N	N	N	Y	Y	N	.
ST. PETERSBURG.....	c	239,410	Y	.	Y	N	N	Y	Y	Y	Y	N	N	Y	Y	Y	Y	N	.
WINTER PARK.....	c	23,340	Y	.	N	Y	Y	N	N	Y	Y	N	N	Y	N	N	.	N	.
GEORGIA																			
ALBANY.....	c	84,950	Y	.	N	Y	N	N	N	Y	N	N	.	N	Y	Y	N	N	.
ATHENS.....	c	43,100	Y	.	N	N	Y	N	N	Y	N	N	N	Y	N	Y	Y	.	.
CHATHAM.....	C	217,700	Y	.	Y	Y	Y	Y	N	Y	N	N	N	N	Y	Y	Y	Y	Y
COLUMBUS-MUSCOGEE.....	c	180,180	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
FORT VALLEY.....	c	8,760	Y	.	N	Y	Y	Y	N	Y	Y	.	N	Y	Y	Y	Y	.	.
HINESVILLE.....	c	16,480	Y	.	N	N	Y	N	Y	Y	Y	N	N	N	N	Y	N	N	.
LIBERTY.....	C	42,300	Y	.	N	Y	Y	Y	Y	N	N	N	.	N	N	Y	Y	Y	Y
LOWNDES.....	C	73,700	Y	.	N	Y	N	Y	Y	Y	Y	Y	N	N	N	Y	Y	N	.
LUMPKIN.....	C	12,300	Y	.	Y	Y	Y	Y	Y	Y	Y	.	Y	Y	Y	Y	Y	Y	Y
PEACH.....	C	20,000	Y	.	N	Y	N	N	N	Y	N	N	N	N	N	Y	Y	Y	N
SAVANNAH.....	c	146,800	Y	.	N	N	Y	N	Y	Y	N	.	N	N	Y	Y	Y	N	.
SMYRNA.....	c	21,898	Y	.	N	N	N	Y	N	N	Y	N	N	N	N	N	N	N	.
VALDOSTA.....	c	36,970	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y	N	.
WARNER ROBINS.....	c	45,620	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	Y	Y	N
IDAHO																			
BOISE CITY.....	c	108,390	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y	N	.
ELMORE.....	C	22,000	Y	.	N	Y	Y	Y	Y	Y	Y	.	.	Y	Y	Y	Y	Y	Y
ILLINOIS																			
CHAMPAIGN.....	C	171,100	Y	.	N	Y	N	N	Y	Y	Y	Y	N	N	N	Y	Y	.	.
FORD.....	C	14,800	N	Y	N	N	Y	N	Y	Y	Y	.	.	Y	Y	Y	.	N	.
GLENVIEW.....	c	34,154	Y	.	N	N	Y	N	Y	Y	Y	.	N	Y	Y	Y	N	N	.
LAKE ZURICH.....	c	9,071	N	Y
LIBERTYVILLE.....	c	17,216	N	Y	N	N	Y	N	N	N	N	N	N	N	N	Y	Y	N	.
MOLINE.....	c	44,500	Y	.	N	N	Y	Y	N	Y	Y	Y	N	N	N	Y	Y	Y	N
NORTHBROOK.....	c	31,813	Y	.	Y	N	Y	Y	Y	Y	Y	N	.	N	N	N	.	N	.
O'FALLON.....	c	14,670	N	Y	Y	N	Y	N	Y	Y	Y	Y	N	N	Y	Y	Y	Y	N
ROCK ISLAND.....	c	45,475	Y	.	N	N	Y	Y	N	N	N	N	N	N	N	Y	.	N	.
WILMETTE.....	c	27,244	Y	.	Y	N	N	N	N	N	N	N	N	Y	N	Y	N	N	.
WINTHROP HARBOR.....	c	5,365	Y	N	Y	N	N	N	N	N	Y	N	N	N	N	Y	Y	N	.
ZION.....	c	18,774	.	Y	N	N	Y	Y	N	Y	N	N	N	N	N	Y	Y	N	.
INDIANA																			
LOGANSPORT.....	c	17,270	Y	N	N	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y	Y	N
TERRE HAUTE.....	c	57,920	Y	.	N	N	Y	Y	Y	Y	N	N	N	Y	Y	.	.	N	.
WASHINGTON.....	c	11,310	Y	.	N	N	Y	Y	Y	Y	Y	N	N	N	Y	Y	.	N	.

15. 16. 16a. 16b. 17. 18. 19. 20. 21. 21a. 22. 23. 24. 25. 26. 27.

FLORIDA

ATLANTIC BEACH.....	Y	Y	Y	Y	N	N	N	Y	N	N	N	Y
AVON PARK.....	Y	Y	N	N	N	N	N	Y	N	Y	Y	Y	Y	Y	Y	Y
CALLAWAY.....	Y	Y	Y	N	N	Y	Y	N	N	Y	Y	Y	Y	N	Y	N
COCOA.....	N	Y	N	N	N	N	N	Y	N	N	Y	N
HILLSBOROUGH.....	N	Y	Y	Y	N	N	N	N	Y	.	Y	Y	Y	N	N	N
HOLLYWOOD.....	N	Y	N	N	N	N	N	N	.	.	.	N	Y	N	N	N
MELBOURNE.....	N	Y	N	N	N	N	N	N	Y	.	.	Y	N	N	N	N
MILTON.....	Y	Y	N	N	N	N	N	N	Y	.	N	Y	Y	Y	Y	.
NICEVILLE.....	N	Y	Y	N	N	N	N	Y	Y	.	N	Y	N	N	N	N
OKALOOSA.....	Y	Y	Y	Y	Y	N	N	Y	Y	.	N	Y	Y	N	Y	Y
PALM BAY.....	N	Y	Y	N	N	N	N	N	Y	.	N	N	Y	N	N	N
PANAMA CITY.....	Y	Y	N	N	N	N	Y	Y	N	N	.	Y	N	N	Y	Y
PENSACOLA.....	Y	Y	Y	N	N	N	Y	Y	Y	.	N	Y	Y	N	N	N
SANTA ROSA.....	N	Y	.	Y	Y	N	N	N	Y	.	N	.	Y	N	N	N
ST. JOHNS.....	N	Y	N	N	N	N	N	N	N	.	N	N	Y	N	Y	.
ST. PETERSBURG.....	N	Y	Y	Y	N	N	Y	N	N	N	N	Y	N	N	Y	N
WINTER PARK.....	N	Y	N	N	N	N	N	N	N	.	.	Y	Y	N	N	N

GEORGIA

ALBANY.....	N	N	.	.	N	Y	Y	Y	Y	.	N	Y	Y	N	N	N
ATHENS.....	N	Y	Y	N	N	N	N	N	Y	.	N	Y	Y	N	Y	N
CHATHAM.....	Y	Y	N	N	N	Y	Y	N	Y	.	N	Y	Y	N	Y	N
COLUMBUS-MUSCOGEE.....	Y	Y	Y	N	N	Y	N	Y	Y	.	Y	Y	Y	Y	N	N
FORT VALLEY.....	Y	Y	Y	.	N	N	N	N	Y	.	N	Y	Y	N	N	Y
HINESVILLE.....	N	Y	N	N	N	N	Y	N	Y	.	N	Y	Y	N	N	N
LIBERTY.....	Y	Y	Y	N	N	N	N	N	Y	.	Y	Y	Y	N	N	Y
LOWNDES.....	N	N	.	.	N	N	Y	N	N	N	.	Y	Y	N	N	N
LUMPKIN.....	Y	N	.	.	.	Y	Y	N	N	Y	.	Y	Y	Y	N	Y
PEACH.....	N	Y	N	N	N	N	N	N	.	.	N	Y	Y	N	N	.
SAVANNAH.....	Y	Y	N	N	N	N	Y
SMYRNA.....	N	Y	N	N	N	N	N	N	Y	.	Y	.	Y	.	N	N
VALDOSTA.....	N	N	.	.	N	N	N	N	Y	.	.	Y	Y	Y	N	N
WARNER ROBINS.....	Y	Y	Y	Y	N	Y	Y	Y	Y	.	N	Y	N	N	N	Y

IDAHO

BOISE CITY.....	Y	Y	Y	Y	Y	N	N	Y	N	N	.	.	Y	N	N	N
ELMORE.....	Y	Y	Y	Y	N	N	Y	Y	Y	.	Y	Y	Y	Y	Y	Y

ILLINOIS

CHAMPAIGN.....	Y	Y	N	N	N	N	N	N	Y	.	N	Y	Y	N	N	N
FORD.....	N	Y	.	.	.	Y	Y	.	Y	.	.	Y	Y	Y	N	.
GLENVIEW.....	N	Y	Y	Y	N	N	N	N	N	.	.	N	N	N	Y	Y
LAKE ZURICH.....	Y
LIBERTYVILLE.....	N	Y	N	N	N	N	N	N	.	.	.	Y	N	N	N	.
MOLINE.....	N	Y	N	N	N	N	Y	Y	Y	.	Y	Y	Y	N	Y	Y
NORTHBROOK.....	Y	Y	Y	N	N	N	Y	N	N	N	Y	.
O'FALLON.....	Y	Y	Y	Y	N	Y	Y	N	Y	.	.	Y	Y	N	Y	N
ROCK ISLAND.....	N	Y	N	N	N	N	N	Y	N	N	.	N	Y	N	N	N
WILMETTE.....	N	Y	N	N	N	N	N	N	N	N	.	Y	N	Y	N	N
WINTHROP HARBOR.....	N	Y	Y	N	N	N	N	N	.	.	.	Y	N	N	N	.
ZION.....	Y	Y	N	N	N	N	N	N	N	.	.	Y	Y	N	N	N

INDIANA

LOGANSPORT.....	N	Y	Y	N	N	N	Y	N	.	.	.	Y	Y	Y	N	Y
TERRE HAUTE.....	Y	N	N	N	N	.	.	.	Y	N	N	.
WASHINGTON.....	Y	N	.	.	N	N	N	N	N	N	N	Y	Y	N	N	Y

			1.	1a.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	13a.	14.	14a.
IOWA																			
BURLINGTON.....	c	28,000	Y	Y	N	N	Y	N	N	Y	Y	N	N	N	N	Y	N	N	.
CARROLL.....	C	22,500	Y	.	N	N	Y	.	Y	Y	N	N	.	N	Y	Y	Y	N	.
DAVENPORT.....	c	98,750	Y	.	N	N	N	Y	N	N	Y	N	N	N	Y	Y	Y	N	.
DUBUQUE.....	c	60,228	Y	.	N	N	N	N	N	N	N	N	N	Y	N	Y	Y	N	.
SCOTT.....	C	156,900	Y	.	N	Y	N	N	N	Y	Y	N	N	Y	Y	N	.	N	.
KANSAS																			
LANSING.....	c	6,670	Y	.	N	Y	Y	N	Y	Y	N	N	N	N	N	Y	Y	Y	N
LEAVENWORTH.....	C	60,600	Y	.	N	Y	Y	N	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
POTTAWATOMIE.....	C	15,600	Y	.	N	Y	N	Y	N	Y	Y	N	N	N	N	Y	N	Y	Y
KENTUCKY																			
ELIZABETHTOWN.....	c	16,390	N	Y	N	Y	N	N	N	Y	N	N	N	N	N	Y	N	N	.
RICHMOND.....	c	23,380	Y	.	N	N	Y	Y	Y	Y	Y	Y	N	Y	N	Y	Y	N	.
RUSSELLVILLE.....	c	8,090	Y	.	N	Y	N	Y	N	Y	N	N	N	N	Y	Y	Y	N	.
LOUISIANA																			
SLIDELL.....	c	35,780	N	Y	N	N	N	N	N	N	N	N	N	N	N	N	.	N	.
MAINE																			
BATH.....	c	10,450	N	Y	N	Y	N	N	N	N	Y	N	N	N	N	N	.	N	.
BRUNSWICK.....	c	17,690	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	N	N	.
MARYLAND																			
ABERDEEN.....	c	11,940	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	N	.
CHEVERLY.....	c	5,590	N	Y	N	N	N	.	N	N	N	N	N	N	N	N	.	N	.
FREDERICK.....	C	131,500	Y	.	Y	N	N	Y	N	N	N	Y	N	N	N	Y	Y	N	.
MONTGOMERY.....	C	665,200	Y	.	Y	N	Y	N	Y	Y	Y	Y	N	Y	Y	Y	Y	N	.
PRINCE GEORGE'S.....	C	681,400	Y	.	Y	N	N	N	N	N	Y	N	N	Y	Y	Y	Y	N	.
MASSACHUSETTS																			
GROTON.....	c	7,030	N	Y	N	N	N	Y	Y	Y	Y	N	N	Y	Y	Y	N	N	.
LITTLETON.....	c	7,170	Y	.	N	N	N	N	N	N	Y	Y	N	N	N	Y	Y	Y	N
LUNENBURG.....	c	8,850	Y	.	N	N	N	Y	N	N	N	N	N	N	Y	N	.	N	.
ROCKLAND.....	c	15,340	Y	.	N	Y	N	N	Y	N	Y	N	N	N	N	Y	N	N	.
SANDWICH.....	c	12,470	Y	.	N	Y	Y	Y	Y	Y	N	Y	.	N	N	Y	N	N	.
MICHIGAN																			
GRAND LEDGE.....	c	7,210	Y	.	N	N	Y	N	Y	Y	Y	Y	N	Y	Y	Y	N	N	.
MACKINAC.....	C	10,500	Y	.	N	N	N	N	N	N	Y	N	N	N	N	Y	N	N	.
MARQUETTE.....	c	21,370	Y	.	.	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	N	N	.
MOUNT CLEMENS.....	c	18,755	Y	.	Y	Y	N	N	Y	Y	Y	N	N	N	N	Y	.	N	.
MINNESOTA																			
MOUNDS VIEW.....	c	13,487	Y	Y	N	.	.	.	N	N	N	N	N	N	N	Y	N	N	.
POLK.....	C	33,400	Y
ROSEMOUNT.....	c	5,644	Y	.	N	N	Y	N	N	N	N	N	N	Y	N	Y	N	N	.
MISSISSIPPI																			
BAY ST. LOUIS.....	c	10,260	N	Y	N	N	N	Y	Y	Y	Y	N	N	N	Y	Y	N	Y	N
BILOXI.....	c	47,750	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	N	N	Y	Y	Y	Y

15. 16. 16a. 16b. 17. 18. 19. 20. 21. 21a. 22. 23. 24. 25. 26. 27.

IOWA

BURLINGTON.....	N	Y	N	N	N	N	N	N	N	.	.	N	Y	N	N	Y
CARROLL.....	.	Y	Y	Y	N	.	.	.	N	.	.	.	Y	.	.	.
DAVENPORT.....	N	Y	N	N	N	N	N	N	Y	N	.	.	Y	Y	N	Y
DUBUQUE.....	N	Y	N	N	N	N	N	N
SCOTT.....	Y	Y	N	N	N	Y	Y	Y	.	.	.	Y	Y	N	Y	Y

KANSAS

LANSING.....	Y	Y	N	N	N	N	N	.	Y	.	.	Y	N	N	N	.
LEAVENWORTH.....	Y	Y	Y	N	N	N	N	N	Y	.	Y	Y	N	Y	N	N
POTTAWATOMIE.....	N	Y	N	N	N	N	N	N	Y	.	Y	Y	Y	N	N	N

KENTUCKY

ELIZABETHTOWN.....	N	Y	Y	N	N	N	N	N	Y	.	Y	Y	Y	N	Y	Y
RICHMOND.....	N	Y	Y	N	N	N	N	N	N	N	.	Y	Y	N	Y	Y
RUSSELLVILLE.....	Y	Y	N	N	N	N	N	N	N	N	.	Y	Y	Y	N	Y

LOUISIANA

SLIDELL.....	Y	Y	N	N	N	N	N	N	N	N	.	N	Y	N	N	N
--------------	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---

MAINE

BATH.....	Y	Y	N	N	N	N	N	N	N	.	.	Y	N	N	N	N
BRUNSWICK.....	Y	Y	Y	N	N	N	N	N	Y	.	Y	Y	N	N	N	Y

MARYLAND

ABERDEEN.....	Y	Y	Y	Y	Y	N	Y	Y	Y	.	Y	Y	Y	N	N	Y
CHEVERLY.....	Y	N	.	.	.	N	N	N	.	.	.	N	Y	N	N	.
FREDERICK.....	.	Y	Y	.	N	N	N	N	N	N	N	.
MONTGOMERY.....	N	Y	N	N	.	N	N	N	Y	.	N	Y	N	Y	Y	Y
PRINCE GEORGE'S.....	Y	Y	Y	Y	N	Y	Y	N	Y	.	N	Y	Y	N	N	Y

MASSACHUSETTS

GROTON.....	N	Y	N	N	N	N	N	N	Y	.	N	Y	N	N	Y	N
LITTLETON.....	N	Y	N	N	N	N	N	N	N	N	.	Y	N	N	N	.
LUNENBURG.....	Y	Y	N	N	N	N	.	.	N	N	N	N
ROCKLAND.....	N	Y	N	N	N	N	N	N	N	.	Y	N	N	Y	N	N
SANDWICH.....	N	Y	N	N	N	.	N	.	N	Y	.	.	N	N	N	.

MICHIGAN

GRAND LEDGE.....	Y	Y	N	N	N	N	N	N	N	N	.	N	Y	N	Y	.
MACKINAC.....	N	N	.	.	N	N	N	N	N	.	.	N	Y	N	N	N
MARQUETTE.....	Y	Y	N	N	N	Y	Y	Y	Y	.	N	Y	Y	Y	N	Y
MOUNT CLEMENS.....	N	Y	N	N	N	N	N	.	Y	.	N	.	Y	N	N	N

MINNESOTA

MOUNDS VIEW.....	N	Y	N	N	N	N	N	N	N	N	.	N	Y	N	N	N
POLK.....
ROSEMOUNT.....	N	Y	N	N	N	N	N	N	Y	.	Y	.	N	N	N	N

MISSISSIPPI

BAY ST. LOUIS.....	N	N	.	.	N	N	N	Y	Y	.	Y	N	Y	N	N	Y
BILOXI.....	Y	N	.	.	N	N	Y	Y	Y	.	Y	Y	Y	N	N	N

			1.	1a.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	13a.	14.	14a.
MISSISSIPPI (CONT'D)																			
GULFPORT.....	c	43,410	Y	.	Y	Y	N	Y	Y	Y	Y	N	N	Y	Y	Y	.	Y	.
HATTIESBURG.....	c	40,740	Y	.	N	N	N	Y	N	N	N	N	.	N	N	Y	Y	.	.
MERIDIAN.....	c	42,970	Y	Y	N	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y	N	.
MISSOURI																			
CLINTON.....	c	8,810	N	Y	Y	N	Y	Y	N	Y	Y	N	N	N	N	Y	Y	N	.
HARRISONVILLE.....	c	6,636	Y	.	N	N	N	N	N	N	N	N	N	Y	N	Y	N	N	.
NEOSHO.....	c	9,957	Y	.	N	N	Y	N	N	Y	N	N	N	Y	N	Y	N	N	.
ROLLA.....	c	13,160	N	Y	N	Y	Y	Y	N	Y	N	N	N	N	N	Y	N	Y	N
WARRENSBURG.....	c	12,730	N	Y	N	Y	Y	Y	N	Y	Y	N	N	N	N	Y	Y	N	.
MONTANA																			
CASCADE.....	C	79,400	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	Y	.	Y	Y	N	.
GREAT FALLS.....	c	57,310	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	Y	N	Y	Y	Y	N
HELENA.....	c	24,670	Y	.	N	N	Y	N	N	Y	Y	Y	N	N	Y	Y	Y	N	.
LEWISTOWN.....	c	6,680	Y	Y	Y	Y	Y	Y	N	N	N	N	N	Y	N	Y	.	N	.
MISSOULA.....	c	33,960	Y	.	N	N	N	N	N	Y	N	N	N	Y	N	Y	N	N	.
PONDERA.....	C	6,700	Y	.	N	Y	Y	N	Y	N	Y	Y	N	Y	N	Y	N	N	.
TETON.....	C	6,400	N	Y	N	N	Y	Y	Y	N	Y	Y	N	Y	Y	Y	Y	Y	Y
NEBRASKA																			
BELLEVUE.....	c	32,200	Y	.	N	Y	N	N	Y	Y	Y	N	N	N	N	Y	Y	Y	N
DOUGLAS.....	C	414,900	Y	.	N	N	N	Y	.	Y	N	N	N	N	N	Y	N	N	.
LA VISTA.....	c	10,960	N	Y	N	N	Y	Y	N	N	N	N	.	N	N	Y	N	N	.
PAPILLION.....	c	11,100	N	Y	N	N	N	N	N	N	N	N	N	N	Y	N	.	N	.
NEVADA																			
CLARK.....	C	569,500	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y	N	.
NORTH LAS VEGAS.....	c	50,290	Y	.	N	Y	Y	Y	N	Y	Y	N	N	Y	N	Y	Y	Y	N
NEW HAMPSHIRE																			
HANOVER.....	c	9,520	Y	.	N	N	Y	N	Y	Y	N	N	N	Y	N	Y	N	N	.
PORTSMOUTH.....	c	25,970	Y	.	Y	Y	Y	Y	N	Y	Y	N	Y	N	Y	Y	Y	N	.
SOMERSWORTH.....	c	10,790	Y	.	Y	N	N	N	N	Y	N	N	N	N	N	Y	N	N	.
NEW JERSEY																			
BURLINGTON.....	C	384,700	Y	.	Y	Y	Y	Y	Y	Y	Y	.	N	Y	Y	Y	Y	Y	N
CAPE MAY.....	c	5,340	Y	.	Y	N	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	N	.
EATONTOWN.....	c	13,460	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	N	.
MOUNT HOLLY.....	c	10,860	Y	N	Y	Y	N	N	N	Y	N	N	N	N	Y	Y	N	N	.
NEW HANOVER.....	c	15,310	Y	.	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y	Y	Y	Y
ROCKAWAY.....	c	19,610	Y	.	N	N	Y	.	N	N	Y	N	N	N	N	Y	N	N	.
TINTON FALLS.....	c	9,960	Y	.	Y	N	Y	Y	N	.	N	N	.	Y	Y	Y	Y	N	.
WALL.....	c	19,850	Y	.	Y	N	Y	N	Y	Y	N	Y	N	Y	N	Y	Y	N	.
NEW MEXICO																			
ALAMOGORDO.....	c	27,930	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y	Y	Y
CLOVIS.....	c	33,780	N	Y	N	Y	N	Y	Y	Y	Y	N	N	N	N	Y	Y	N	.
NEW YORK																			
CLINTON.....	C	81,200	Y	.	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	Y	Y	Y
GENEVA.....	c	15,520	N	Y	N	N	Y	N	Y	N	Y	Y	N	N	Y	N	.	N	.

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MISSISSIPPI (CONT'D)

GULFPORT.....	Y	Y	Y	N	N	N	N	Y	Y	.	N	Y	Y	N	N	N
HATTIESBURG.....	Y	Y	N	N	N	N	N
MERIDIAN.....	Y	Y	Y	Y	N	N	Y	N	Y	.	Y	Y	Y	N	N	Y

MISSOURI

CLINTON.....	N	Y	N	N	N	N	N	N	N	N	N	N	N	N	N	N
HARRISONVILLE.....	N	Y	N	N	N	N	N	N	N	N	Y	N	Y	N	Y	Y
NEOSHO.....	Y	Y	N	N	N	N	N	N	N	N	.	N	Y	N	N	N
ROLLA.....	Y	Y	N	N	N	Y	N	N	N	N	.	Y	Y	N	N	N
WARRENSBURG.....	Y	Y	N	N	N	N	N	N	Y	.	N	Y	Y	N	N	N

MONTANA

CASCADE.....	Y	Y	Y	Y	Y	Y	Y	Y	.	.	.
GREAT FALLS.....	Y	Y	N	N	N	N	N	N	Y	.	N	N	Y	N	Y	N
HELENA.....	N	Y	N	N	N	N	N	N	Y	.	N	N	Y	N	N	Y
LEWISTOWN.....	N	N	.	.	.	N	N	N	.	.	N	Y	Y	Y	N	N
MISSOULA.....	N	Y	N	N	N	N	N	N	N	.	N	N	Y	N	Y	Y
PONDERA.....	N	Y	N	N	N	N	N	N	Y	.	N	N	Y	N	N	N
TETON.....	Y	Y	N	N	Y	N	Y	N	N	N	.	.	Y	N	N	Y

NEBRASKA

BELLEVUE.....	Y	Y	Y	Y	N	N	N	N	Y	.	N	Y	N	N	Y	Y
DOUGLAS.....	N	Y	N	N	N	N	.	N
LA VISTA.....	.	Y	N	N	N	N	N	N	N	.	Y	Y	Y	Y	N	N
PAPILLION.....	Y	Y	N	N	N	N	N	N	Y	.	N	Y	Y	N	N	N

NEVADA

CLARK.....	Y	Y	Y	Y	Y	N	N	Y	Y	.	Y	Y	Y	N	Y	Y
NORTH LAS VEGAS.....	N	Y	Y	.	N	N	Y	N	Y	.	N	Y	Y	N	N	N

NEW HAMPSHIRE

HANOVER.....	N	Y	Y	N	N	N	N	N	N	.	N	N	N	N	N	N
PORTSMOUTH.....	Y	Y	N	N	N	N	N	N	Y	.	N	Y	N	N	N	N
SOMERSWORTH.....	Y	Y	N	N	N	N	N	N	N	.	.	Y	N	Y	N	N

NEW JERSEY

BURLINGTON.....	Y	Y	Y	N	N	Y	Y	Y	Y	.	.	Y	N	Y	Y	N
CAPE MAY.....	Y	Y	Y	Y	N	N	Y	N	Y	.	N	Y	N	Y	N	Y
EATONTOWN.....	Y	Y	N	N	N	N	N	Y	Y	.	Y	.	N	N	Y	Y
MOUNT HOLLY.....	Y	N	.	.	N	N	N	N	.	.	N	Y	Y	Y	N	Y
NEW HANOVER.....	Y	Y	Y	Y	Y	N	Y	Y	Y	.	N	Y	N	N	N	Y
ROCKAWAY.....	N	Y	N	N	N	N	N	N	Y	.	N	N	N	N	N	N
TINTON FALLS.....	N	Y	Y	N	Y	N	N	Y	N	Y	N	Y	N	N	N	N
WALL.....	N	Y	Y	N	N	N	Y	Y	N	Y	.	Y	N	N	Y	N

NEW MEXICO

ALAMOGORDO.....	Y	Y	Y	N	Y	Y	N	N	Y	.	Y	Y	Y	N	Y	N
CLOVIS.....	Y	Y	Y	N	N	Y	Y	Y	Y	.	N	Y	Y	N	N	N

NEW YORK

CLINTON.....	Y	Y	N	N	N	N	N	N	Y	.	Y	Y	N	N	N	N
GENEVA.....	.	Y	N	N	N	N	N	N	N	N	.	Y	N	N	N	N

			1.	1a.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	13a.	14.	14a.
NEW YORK (CONT'D)																			
JEFFERSON.....	C	90,600	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
ORANGE.....	C	281,700	Y	.	Y	N	Y	Y	N	Y	N	N	N	N	Y	Y	Y	N	.
NORTH CAROLINA																			
CARTERET.....	C	50,900	Y	.	N	Y	Y	N	Y	Y	N	Y	N	N	N	Y	Y	N	.
CRAVEN.....	C	81,100	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	Y	N	.
GOLDSBORO.....	C	34,990	Y	.	N	Y	Y	N	Y	Y	Y	N	N	Y	N	Y	Y	N	.
ONslow.....	C	126,600	Y	.	Y	Y	Y	N	Y	Y	N	N	N	N	N	Y	.	N	.
NORTH DAKOTA																			
DICKINSON.....	C	17,320	Y	.	N	Y	.	N	N	Y	Y	Y	N	N	.	Y	N	N	.
MINOT.....	C	35,850	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	Y	N	.
OHIO																			
BEAVERCREEK.....	C	34,400	Y	.	Y	Y	Y	Y	Y	Y	Y	Y	N	N	N	Y	Y	N	.
DAYTON.....	C	181,159	Y	.	Y	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	N	N	.
FAIRBORN.....	C	28,060	Y	.	N	Y	Y	N	Y	Y	Y	N	N	N	N	Y	Y	N	.
KETTERING.....	C	59,810	Y	.	Y	Y	Y	N	Y	Y	Y	N	N	N	N	Y	Y	N	.
MANSFIELD.....	C	51,340	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	N
MONTGOMERY.....	C	566,300	Y	.	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	Y	N	.
NEW CARLISLE.....	C	6,790	Y	.	N	.	N	.	.	.	Y	N	N	N	N	Y	Y	N	.
OAKWOOD.....	C	8,975	N	Y	N	N	N	.	N	N	N	N	N	N	N	Y	N	N	.
SHELBY.....	C	10,150	Y	.	N	N	N	Y	Y	Y	N	N	N	N	Y	Y	.	N	.
OKLAHOMA																			
COTTON.....	C	7,000	Y	.	N	N	N	N	N	N	N	N	N	N	N	N	.	Y	Y
FREDERICK.....	C	5,932	Y	N	Y	N	N	.	.	Y	Y	N	.
GUTHRIE.....	C	12,136	Y	.	N	N	N	N	Y	Y	Y	N	N	N	Y	Y	Y	N	.
HOLDENVILLE.....	C	5,407	Y	.	N	N	N	N	N	N	N	N	N	N	N	N	.	N	.
JACKSON.....	C	30,800	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	N	.
MIDWEST CITY.....	C	53,470	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	N	N	Y	N	N	.
TECUMSEH.....	C	6,077	N	Y	N	N	N	N	N	N	N	N	N	N	N	N	.	N	.
OREGON																			
ASTORIA.....	C	9,570	Y	.	N	N	Y	Y	N	Y	Y	.	N	N	N	Y	Y	N	.
HERMISTON.....	C	10,270	Y	.	N	N	Y	N	Y	Y	Y	Y	N	Y	Y	Y	Y	N	.
NEWPORT.....	C	8,050	Y	.	Y	N	N	Y	Y	Y	Y	N	N	Y	Y	Y	Y	N	.
PENNSYLVANIA																			
CARLISLE.....	C	19,980	Y	.	N	N	N	N	N	N	N	Y	.	Y	N	Y	N	N	.
CHAMBERSBURG.....	C	16,240	Y	.	N	N	Y	Y	Y	Y	Y	N	N	N	Y	Y	N	N	.
DOYLESTOWN.....	C	7,430	Y	.	N	N	N	N	N	N	N	N	N	N	N	Y	N	N	.
FERGUSON.....	C	8,380	Y	.	N	N	N	N	N	N	Y	Y	N	.
LOWER GWYNEDD.....	C	8,210	Y	.	Y	N	N	N	N	N	N	N	N	N	N	Y	N	N	.
MOON.....	C	20,463	Y	.	Y	N	Y	Y	N	N	Y	Y	N	N	N	Y	Y	N	.
NORTH HUNTINGDON.....	C	30,010	Y	.	N	N	N	N	N	N	N	N	N	Y	N	N	N	N	.
NORTHAMPTON.....	C	33,630	N	Y	N	N	N	N	N	N	Y	N	.	N	N	Y	N	N	.
SWATARA.....	C	19,490	N	Y	Y	.	N	Y
UPPER ALLEN.....	C	11,250	Y	.	Y	N	N	N	N	N	N	N	N	N	N	Y	N	N	.
WARRINGTON.....	C	11,104	Y	.	Y	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y	N	.
YORK.....	C	326,600	Y	Y

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NEW YORK (CONT'D)

JEFFERSON.....	Y	Y	Y	N	N	N	Y	Y	Y	.	N	Y	N	Y	Y	Y
ORANGE.....	N	Y	Y	Y	N	N	N	.	Y	.	Y	Y	N	N	N	Y

NORTH CAROLINA

CARTERET.....	Y	Y	Y	Y	N	N	N	N	Y	.	N	Y	N	N	N	N
CRAVEN.....	Y	Y	Y	Y	Y	N	Y	N	Y	.	Y	Y	Y	Y	Y	Y
GOLDSBORO.....	Y	Y	Y	Y	N	N	N	N	Y	.	Y	Y	Y	N	N	.
ONSLow.....	Y	Y	Y	N	N	N	N	N	Y	.	N	Y	Y	N	N	N

NORTH DAKOTA

DICKINSON.....	N	Y	N	N	N	N	N	N	N	.	.	N	Y	Y	N	N
MINOT.....	N	Y	N	N	N	N	N	N	Y	.	Y	.	Y	N	N	Y

OHIO

[illegible]

OKLAHOMA

COTTON.....	N	N	.	.	N	N	N	N	.	.	.	N	N	N	N	N	N
FREDERICK.....	N	Y	N	N	N	N	N	Y
GUTHRIE.....	N	N	.	.	N	N	N	N	N	N	N	N	Y	N	Y	Y	Y
HOLDENVILLE.....	N	N	.	.	N	N	N	N	N	.	N	N	Y	N	N	N	Y
JACKSON.....	Y	N	.	.	Y	N	Y	N	Y	.	Y	Y	Y	Y	Y	Y	Y
MIDWEST CITY.....	N	Y	Y	Y	N	N	N	N	Y	.	.	Y	Y	N	N	N	N
TECUMSEH.....	N	Y	N	N	N	N	N	Y	Y	.	Y	N	Y	N	N	N	N

OREGON

ASTORIA.....	Y	Y	N	N	N	N	N	N	Y	.	N	Y	Y	N	Y	Y
HERMISTON.....	Y	Y	Y	N	N	N	N	N	Y	.	N	N	Y	N	N	N
NEWPORT.....	Y	Y	N	Y	N	N	Y	N	N	N	.	Y	N	N	Y	Y

PENNSYLVANIA

[illegible]

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			1.	1a.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	13a.	14.	14a.
RHODE ISLAND																			
NORTH KINGSTOWN.....	c	24,080	Y	.	N	Y	Y	N	Y	Y	Y	N	N	Y	Y	Y	Y	N	.
SOUTH CAROLINA																			
BEAUFORT.....	c	9,190	Y	.	Y	Y	Y	Y	Y	Y	N	Y	N	Y	Y	Y	Y	Y	N
BEAUFORT.....	C	85,600	Y	.	Y	Y	Y	.	Y	Y	Y	Y	.	Y	Y	Y	Y	.	.
CHARLESTON.....	c	68,900	Y	.	Y	N	Y	Y	N	Y	N	N	N	N	N	Y	Y	Y	.
GOOSE CREEK.....	c	25,020	Y	.	Y	N	Y	N	N	N	Y	N	N	Y	N	N	.	N	.
HORRY.....	C	130,600	Y	.	N	.	Y	Y	Y	Y	Y	Y	N	N	N	Y	Y	Y	Y
MYRTLE BEACH.....	c	27,980	Y	.	N	N	Y	N	N	Y	Y	N	N	Y	N	Y	Y	N	.
SUMTER.....	c	28,740	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	Y	N	.
WEST COLUMBIA.....	c	11,436	N	Y	N	N	N	N	N	N	N	N	N	N	N	N	.	Y	Y
SOUTH DAKOTA																			
RAPID CITY.....	c	52,480	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	N	.
SHANNON.....	C	12,800	Y	N	Y	N	Y	Y	N	N	Y	N	N	Y	Y	Y	Y	Y	Y
TENNESSEE																			
TULLAHOMA.....	c	16,780	Y	.	Y	N	N	Y	Y	N	Y	Y	N	Y	Y	Y	Y	N	.
TEXAS																			
ABILENE.....	c	112,430	Y	.	N	Y	Y	Y	Y	Y	Y	N	N	Y	Y	Y	Y	Y	Y
ALAMO HEIGHTS.....	c	7,250	N	Y	N	N	N	N	N	N	N	N	N	N	N	Y	N	N	.
ANDREWS.....	c	13,700	Y	.	N	N	N	N	N	.	N	N	N	Y	N	Y	N	Y	N
BENBROOK.....	c	16,960	Y	.	N	N	N	N	N	N	N	N	N	N	N	Y	Y	N	.
CEDAR HILL.....	c	12,470	N	Y	N	N	Y	N	N	Y	N	N	N	N	N	Y	N	N	.
GRAND PRAIRIE.....	c	95,880	Y	.	N	N	.	.	Y	N	Y	Y	N	Y	Y	Y	N	N	.
IOWA PARK.....	c	6,560	Y
KILLEEN.....	c	55,666	Y	.	N	Y	Y	Y	Y	Y	Y	.	Y	N	N	Y	N	Y	Y
LEON VALLEY.....	c	11,910	N	Y	N	N	N	N	N	Y	Y	N	N	N	N	Y	Y	N	.
LIVE OAK.....	c	9,680	Y	.	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
PORT ARTHUR.....	c	62,360	Y	.	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	Y	Y	N	.
SANTA FE.....	c	7,077	Y	.	N	N	N	N	Y	Y	N	N	N	N	N	Y	N	N	.
TEXARKANA.....	c	33,130	Y	.	N	Y	N	Y	N	N	N	N	N	N	N	Y	N	N	.
UNIVERSAL CITY.....	c	11,676	Y	.	N	Y	Y	N	Y	Y	N	N	N	N	N	Y	Y	Y	Y
WHITE SETTLEMENT.....	c	15,590	Y	.	N	N	Y	Y	Y	.	N	N	N	Y	N	Y	N	N	.
WICHITA FALLS.....	c	99,940	Y	.	N	Y	Y	N	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
YOAKUM.....	c	6,770	Y	.	N	N	N	N	N	Y	Y	N	N	N	N	Y	.	N	.
UTAH																			
CLEARFIELD.....	c	22,670	N	Y	Y	N	Y	N	N	Y	Y	.	N	Y	Y	Y	Y	N	.
CLINTON.....	c	7,870	Y	.	Y	N	N	N	N	N	N	N	N	N	Y	Y	N	N	.
LAYTON.....	c	35,280	Y	.	N	Y	N	N	Y	Y	Y	N	N	N	N	Y	N	N	.
RIVERDALE.....	c	7,130	Y	.	Y	Y	Y	N	N	N	Y	N	N	N	Y	N	N	N	.
SUNSET.....	c	5,610	Y	.	N	N	N	Y	N	N	Y	N	N	N	Y	.	.	N	.
WASHINGTON TERRACE.....	c	7,990	Y	.	Y	N	Y	N	Y	Y	N	N	Y	N	N	Y	Y	N	.
VIRGINIA																			
ARLINGTON.....	c	154,200	Y	.	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	.
CAROLINE.....	C	19,000	Y	.	N	Y	Y	Y	Y	N	Y	N	N	N	N	Y	N	N	.
COLONIAL HEIGHTS.....	c	17,393	Y	.	N	Y	N	Y	N	N	N	N	N	N	N	Y	N	N	.
FAIRFAX.....	C	710,500	Y	.	Y	Y	Y	Y	Y	Y	Y	Y	N	N	N	Y	N	N	.
GLOUCESTER.....	C	28,300	N	Y	Y	N	Y	N	N	N	N	N	.	N	N	Y	N	Y	N
HAMPTON.....	c	125,992	Y	.	Y	N	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	N	.
NOTTOWAY.....	C	14,900	Y	.	N	N	N	N	N	N	N	N	N	N	N	Y	N	N	.

15. 16. 16a. 16b. 17. 18. 19. 20. 21. 21a. 22. 23. 24. 25. 26. 27.

RHODE ISLAND

NORTH KINGSTOWN..... N Y Y N N N N N Y . Y N Y N Y Y

SOUTH CAROLINA

BEAUFORT..... Y Y N N N Y Y N N . . Y N N Y N
 BEAUFORT..... Y Y Y Y N N Y . Y . N Y N N Y Y
 CHARLESTON..... Y Y N N N N N . Y . . Y N N Y N
 GOOSE CREEK..... N Y N N N N N N Y . Y Y Y N N N
 HORRY..... Y Y Y Y Y N Y Y N N
 MYRTLE BEACH... N Y Y N Y N N N N . Y Y N Y N
 SUMTER..... Y Y Y Y N Y Y N Y . Y Y Y N Y Y
 WEST COLUMBIA..... N Y N N N N N N N Y . N Y N N Y

SOUTH DAKOTA

RAPID CITY..... Y Y N N N N N N Y . Y Y N Y N Y
 SHANNON..... N N . . N N N N N N N N Y N N N

TENNESSEE

TULLAHOMA..... Y Y Y N Y N N N N Y N Y N N N N

TEXAS

ABILENE..... Y Y Y Y N N Y Y Y . Y Y N Y N N
 ALAMO HEIGHTS..... N N . . N N N N . . . Y N N N
 ANDREWS..... N Y N N N N N N N . N Y N N .
 BENBROOK..... Y Y N N N N N N Y . N Y Y N N N
 CEDAR HILL..... Y Y N N N N N N N . Y N N .
 GRAND PRAIRIE..... Y Y Y N N N N N Y . N Y Y N N N
 IOWA PARK.....
 KILLEEN..... N N . . N N N Y Y . Y Y Y Y N N
 LEON VALLEY..... N Y N N N N N N . . . Y N N Y
 LIVE OAK..... Y Y Y N N N N N Y . Y Y Y N N Y
 PORT ARTHUR..... Y Y Y Y Y N N N . . . Y N N .
 SANTA FE..... N N . . N N N N N . Y Y N N N
 TEXARKANA..... N N . . N N N Y N N . N Y N N N
 UNIVERSAL CITY..... Y Y Y Y N N N N Y . Y Y Y N N N
 WHITE SETTLEMENT..... Y Y N N Y Y N N N . Y Y N N N
 WICHITA FALLS..... N Y Y Y Y Y Y Y . . . Y Y N Y Y
 YOAKUM..... Y Y N N N N N N N N N N Y N N N

UTAH

CLEARFIELD..... N Y Y . N N N N Y . Y Y Y N N Y
 CLINTON..... N Y N N N N N N N . Y Y N N N
 LAYTON..... N Y Y Y N N N N Y . N Y Y N N Y
 RIVERDALE..... N Y Y Y N N N N N . Y Y N N Y
 SUNSET..... N N . . N . . . Y . N . . Y Y
 WASHINGTON TERRACE..... Y Y Y Y N N N N Y . Y Y Y Y N N

VIRGINIA

ARLINGTON..... N Y Y N N N Y N Y . N Y N N Y N
 CAROLINE..... Y Y Y N N N N N Y . N N N N Y Y
 COLONIAL HEIGHTS..... N Y N N N N N N N . Y Y N N N
 FAIRFAX..... Y Y Y N Y N Y N Y . N Y N Y Y N
 GLOUCESTER..... Y Y Y N N N N N Y . N N N N N
 HAMPTON..... Y Y Y Y Y N . . Y . N Y Y N N N
 NOTTOWAY..... N Y N N N N N N Y . Y Y Y N Y Y

1. 1a. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 13a. 14. 14a.

VIRGINIA (CONT'D)

PETERSBURG..... c	40,785	Y	.	N	Y	Y	Y	N	N	N	N	N	Y	Y	Y	Y	Y	N
PRINCE GEORGE..... C	26,200	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	N	N	Y	Y	N	.
RADFORD..... c	13,424	N	Y	N	N	Y	N	Y	Y	Y	N	N	N	N	Y	N	Y	N
SPOTSYLVANIA..... C	39,400	N	Y	Y	Y	N	N	N	Y	N	N	N	N	N	Y	N	N	.
STAFFORD..... C	50,100	Y	.	N	Y	Y	N	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	N
SUFFOLK..... c	48,786	Y	.	N	Y	N	Y	N	Y	Y	N	Y	N	N	Y	Y	N	.

WASHINGTON

CHENEY..... c	7,610	N	Y	N	Y	N	Y	N	N	N	N	N	Y	N	Y	Y	N	.
KITSAP..... C	169,200	Y	.	Y	Y	Y	Y	Y	Y	N	N	N	N	N	Y	N	N	.
LACEY..... c	15,630	Y	.	N	Y	Y	N	Y	Y	N	N	N	N	N	Y	N	Y	N
OAK HARBOR..... c	13,180	Y	.	N	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	N	.
PUYALLUP..... c	18,586	N	Y	Y	Y	Y	Y	N	Y	Y	N	N	N	N	Y	Y	Y	Y
SPOKANE..... c	172,890	Y	.	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
SPOKANE..... C	356,900	N	Y	N	Y	Y	Y	Y	Y	Y	.	N	N	Y	Y	Y	N	.
VANCOUVER..... c	43,930	Y	.	N	N	Y	N	Y	Y	N	N	N	Y	Y	Y	Y	N	.
YAKIMA..... c	49,370	Y	.	N	Y	Y	Y	Y	.	N	N	N	N	Y	Y	Y	Y	Y

WEST VIRGINIA

BERKELEY..... C	51,500	Y	.	N	N	Y	Y	Y	Y	Y	.	N	Y	Y	Y	Y	N	.
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WISCONSIN

SPARTA..... c	7,400	N	Y	N	Y	Y	Y	Y	.	Y	N	N	Y	Y	Y	Y	N	.
SUN PRAIRIE..... c	13,660	Y	.	N	N	N	N	N	N	N	N	Y	Y	N	Y	N	N	.
TOMAH..... c	7,490	N	Y	Y	Y	Y	N	N	N	Y	N	N	Y	Y	N	N	N	.

WYOMING

POWELL..... c	6,264	Y	.	Y	Y	Y	N	Y	Y	Y	N	N	Y	Y	Y	N	Y	Y
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15. 16. 16a. 16b. 17. 18. 19. 20. 21. 21a. 22. 23. 24. 25. 26. 27.

VIRGINIA (CONT'D)

PETERSBURG.....	N	Y	N	N	N	N	N	Y	Y	.	.	Y	Y	N	N	N
PRINCE GEORGE.....	N	Y	Y	Y	N	N	Y	Y	Y	.	Y	Y	Y	N	N	Y
RADFORD.....	N	Y	N	N	N	N	N	N	Y	.	N	.	N	N	N	N
SPOTSYLVANIA.....	N	Y	N	N	N	N	N	N	N	N	.	Y	Y	N	N	N
STAFFORD.....	Y	Y	Y	Y	N	N	N	N	Y	.	N	Y	N	N	Y	N
SUFFOLK.....	Y	Y	N	N	N	N	N	N	N	N	.	N	N	N	N	N

WASHINGTON

CHENEY.....	Y	Y	N	N	N	N	N	N	N	.	Y	.	Y	N	N	N
KITSAP.....	N	Y	Y	N	N	N	Y	N	Y	.	N	Y	Y	N	Y	N
LACEY.....	N	Y	N	N	N	N	N	N	Y	.	N	Y	Y	N	N	Y
OAK HARBOR.....	Y	Y	Y	N	N	N	N	N	Y	.	Y	Y	N	N	Y	N
PUYALLUP.....	Y	Y	.	.	N	N	N	N	Y	.	Y	.	Y	N	N	N
SPOKANE.....	N	Y	N	N	N	N	N	Y	Y	.	Y	Y	Y	N	N	N
SPOKANE.....	Y	Y	Y	Y	Y	N	N	N	Y	.	.	Y	Y	N	N	N
VANCOUVER.....	N	Y	Y	N	Y	N	N	N	N	Y	.	N	Y	N	Y	N
YAKIMA.....	Y	Y	N	N	N	N	Y	N	Y	.	.	N	Y	Y	N	N

WEST VIRGINIA

BERKELEY.....	.	Y	N	N	N	Y	Y	N	N	N	.	N	Y	N	N	N
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WISCONSIN

SPARTA.....	Y	N	.	.	Y	N	N	Y	Y	.	Y	Y	N	N	Y	Y
SUN PRAIRIE.....	N	Y	N	N	N	N	N	N	N	.	.	.	Y	.	N	N
TOMAH.....	N	Y	N	N	N	N	N	N	Y	.	N	Y	N	N	N	Y

WYOMING

POWELL.....	Y	Y	N	N	N	N	N	Y	Y	.	Y	N	Y	Y	N	Y
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APPENDICES

POINTS OF CONTACT

The following lists the individuals with whom the OEA/ICMA interview team met for creating the MIS REPORT portion of the study. We apologize to anyone we may have omitted from this list and for the misspellings.

Selected Installations and Communities

ARMY

Fort Belvoir, Fairfax, Virginia

Brigadier General Evelyn P. Foote, USA
Commander

Nancy Colburn
Public Affairs

LTC Chauncey F. Crenshaw, USA
Provost Marshal/CDR-LEB

Colonel Robert Hardiman, USA
Commander

LTC Gary Marlar, USA
Director
Resource Management

Robbie Kaplan
Job Hunting Specialist/Consulting
Career Planning

Patrick McLaughlin
Chief, Environment & Resource Management
Directorate for Engineering & Housing

LTC Paul O'Connor, USA
Backfill Transition Officer

LTC Michael Rowe, USA
Director
Directorate for Engineering and Housing

Martha Rudd
Public Affairs Office

LTC Donny Skelton, USA
Director
Planning, Training & Mobilization

LTC Ortha Sydnor, USA
Director
Contracting

LTC Paul Tuohig, USA
Director
Personnel & Community Activities

Mary Lou Trainer
Public Affairs

LTC James Van Sickle, USA
Public Affairs Officer

Ira Wagreich
Master Planner
Directorate for Engineering & Housing

Fairfax County, Virginia

Joseph Alexander
Lee District Supervisor

Glen A. Gaines
Deputy Fire Chief
Fire and Rescue Department

Gerard Hyland
Mount Vernon Supervisor

Jimmie Jenkins
Department of Public Works

Richard A. King
Office of County Executive

J. Hamilton Lambert
County Executive

David Marshall
Office of Comprehensive Planning

Melanie Pearson
Fire and Rescue Department

Edward Plaughst
Fire and Rescue Department

Audrey Moore
The County Executive

Robert L. Moore
Office of Transportation

Jane Stern
Office of the Executive

Ralph G. Perrino
Administrative Aide to Joseph Alexander

Fort Huachuca, Sierra Vista, Arizona

James Coffman
Chief
Clinical Support
Raymond W. Bliss Army Community Hospital

Russell Edmunds
Program Manager
Directorate of Plans/Training Mobilization
U.S. Army Garrison

Major David Georgi, USA
Public Affairs Officer
U.S. Army Garrison

Colonel William R. Harnagel, USA
Commander
U.S. Army Garrison Commission

Niki Harriett
Public Affairs Office
U.S. Army Electronic Proving Ground

LTC Barry Kerby, USA
Deputy Commander
U.S. Army Garrison

Lee Nuehring
Director
Directorate of Resource Management
U.S. Army Garrison

Lieutenant General T.D. Rodgers, USA
Commander

Steve Thompson
Director
Directorate of Engineering and Housing
U.S. Army Garrison

Dan Valle
Director
Directorate of Personnel and Community
Activities
U.S. Army Garrison

Dee Williams
Community Relations Coordinator
U.S. Army Garrison

Sierra Vista, Arizona

Mike Dennis, GRI
President
Realty World

John Hamner
Regional Vice President
Sierra Vista Regional Home Office
United Bank of Arizona

Michael Goyer
City Manager

Mark Maiorana
KTAN (K101) Radio

Thomas P. Schurino
Executive Director
Sierra Vista Area Chamber of Commerce

Lodema Sellars
3-D Insurance

Bud Sharpe
Assistant Vice President
Branch Manager
MeraBank

MARINE CORPS

**Marine Corps Combat Development Command
Quantico (MCCDC), Virginia**

SSGT Theresa Anthony, USMC
Community Relations Chief
Public Affairs Office

Colonel D.C. Beyma, USMC
Provost Marshal

Colonel John M. Butler, USMC
Director
Facilities Division

Chief Warrant Officer Eric Carlson, USMC
Assistant Public Affairs Officer

Lieutenant General William R. Etnyre, USMC
Commanding General, MCCDC

Commander Jim Herndon, USN
Chaplain

Captain Richard J. Lindsay, MSC, USN
Commanding Officer
Naval Medical Clinic
Marine Corps Combat Command

James A. Marsh
Director
Natural Resources and Training Area
Management

Major Barry N. Moore, USMC
Public Affairs Officer

Colonel Carmen Pastino, USMC
Chief of Staff
Marine Corps Base, MCCDC

Brigadier General Gail Reals, USMC
Commanding General
Marine Corps Base, MCCDC

Herb Gibson
Facilities Planner
Facilities Division

Major T.L. Summers, USMC
Deputy Director
Facilities Division

Town of Quantico, Virginia

Howard Bolognese
Mayor

Georgia Raftelis
Town Treasurer

Leo Rodriguez
Chief of Police
Quantico Police Department

Prince William County, Virginia

C. Dean Beler
Director
General Services

Mary Conrad
Assistant to the County Executive

William Cox
Associate Superintendent
Prince William County Public Schools

Clifton English
Parks Superintendent

Selby C. Jacobs
Director/Coordinator
Fire & Rescue Service/L.E.P.C.

Edwin C. King
Dumfries Magisterial District Supervisor

Hubert G. King, Jr.
Director
Consumer Affairs

Charles McNoldy
Director
Office of Mapping

Robert F. Noe
County Executive

James K. Sullivan
Commander
Operations Division
County Police Department

Mike Tompkins
Office of Planning

Stafford County, Virginia

David L. Gayle
Assistant to the County Administrator

George E. Supensky
Assistant County Administrator

Fred J. Vanous
Coordinator
Fire-Rescue-Emergency Services

Fredericksburg, Virginia

Eileen Mead
Staff Reporter
THE FREE LANCE-STAR

NAVY

U.S. Naval Air Station Meridian, Mississippi

Lieutenant Junior Grade Mary Chamberlin,
USNR
Public Affairs Officer

Lieutenant Peter D. Coffin, USN
Search & Rescue Officer
Disaster Preparedness Officer

John B. Eldridge
Assistant Supply Officer

Major Bill Fletcher, USMC
Commanding Officer
Marine Aviation Training Support Group

Lieutenant Commander Doug Huggins,
CEC, USN
Public Works Officer
Resident Officer in Charge of Construction

William L. Kirby
Environmental Coordinator
Public Works Department

Captain W.T. Meneeley, USN
Base Commander

Commander John F. Monroe, USN
Executive Officer

Commander Meg Oskam, USN
Commanding Officer
Naval Technical Training Center

Captain Kenneth R. Storms, USN
Commander
Training Air Wing One

Meridian, Mississippi

John Griffing
Executive Director
Meridian Chamber of Commerce

J.W. (Jimmy) Kemp
Mayor
City of Meridian

R. "J" W. Klimetz
Chief Administrative Officer

Phil Moss
News Director
Meridian Broadcasting Corporation
WTZH-24

H. Michael Reich
Member Services Director
E. Mississippi Electric Power Association

I.A. Rosenbaum
Chairman
Navy League

David Stevens
Director
Public Works

Walter Tucker
Chief of Police
Meridian Police Department

AIR FORCE

Shaw Air Force Base, Sumter, South Carolina

Colonel James Alexander, USAF
Deputy Commander Resource Management
363rd Tactical Fighter Wing

Major Kenneth Boucher, USAF
Commander
Air Base Operability Squadron

Major Larry A. Buckingham, USAF
Commander
363rd Security Police Squadron

Colonel Jay C. Callaway, USAF
Commander
363rd Tactical Fighter Wing

Lt Col Frank J. Destadio, USAF
Commander
363rd Civil Engineering Squadron

Colonel Ed Eberhardt, USAF
Vice Commander
363rd Tactical Fighter Wing

Captain Carol Grimmig, USAF
Public Affairs Officer
363rd Tactical Fighter Wing

Major Patsy Hughes, USAF
Commander
363rd Comptroller Squadron

Colonel Gene L. Juve, USAF
Commander
507th Tactical Air Control Wing

Chief Master Sergeant Robert Kerr, USAF
507th Tactical Air Control Wing

Major Rosemary King, USAF
Chief
Social Actions

David McMahon
Deputy Chief, Public Affairs
363rd Tactical Fighter Wing

Major James R. Muncaster, USAF
Legal Officer
363rd Tactical Fighter Wing

Colonel Anthony Policastro, USAF
Commander
363rd Medical Group

Colonel Michael E. Richardson, USAF
Deputy Commander
363rd Combat Support Group

Major John R. Robbins, USAF
Chief
Morale, Welfare, and Recreation

Jane Smith
Deputy Chief, Cost Branch
363rd Tactical Fighter Wing

Colonel Linwood Snell, USAF
Commander
363rd Combat Support Group

Sumter, South Carolina

Philip R. Ballinger
Executive Vice President
Greater Sumter Chamber of Commerce

Grier Blackwelder
General Manager
Greater Sumter Chamber of Commerce

Horace B. Curtis
City Manager

Joseph B. Davis
President, GRI
COMMINS-MOSES
Caldwell Banker

Tom Kuhn
President
Greater Sumter Chamber of Commerce

"Mayor Bubba" W.A. McElveen
Sumter, South Carolina

Portia Myers
Reporter
LIFESTYLE

John Stockbridge
Director
Sumter City-County Planning Commission

Talmadge Tobias
Assistant City Manager
Sumter, South Carolina

D.E. Turberville
Special Agent
John Hancock Mutual Life Insurance Company

Toni Venturini
Staff Writer
THE ITEM

Castle Air Force Base, Merced, California

Colonel A. Stanley Archer, USAF
Commander
93rd Strategic Hospital

Jay Clark
Contracting Division
93rd Combat Support Group

Lt Col James N. Davis, USAF
Civil Engineer
Civil Engineering Squadron
93rd Combat Support Group

Colonel John F. Fowler, USAF
Commander
93rd Combat Support Group

Lt Col Garner Mihata, USAF
Commander
93rd Comptroller Squadron

Major Lee A. Holiday, USAF
Chief, Morale, Welfare and Readiness
93rd Combat Support Group

Colonel Richard Howells, USAF
Deputy Commander for Logistics
93rd Bombardment Wing

Major Linda L. Leong, USAF
Chief, Public Affairs Division
93rd Bombardment Wing

Helen McCarthy
Coordinator
Base Community Council

Colonel Dennis McGuirk, USAF
Wing Vice Commander
93rd Combat Support Group

Captain David Neal, USAF
93rd Combat Support Group

Captain Robin Sites, USAF
Executive Officer
93rd Bombardment Wing/CCE

2Lt. Jay Steuck, USAF
Deputy Chief for Public Affairs
93rd Bombardment Wing

Colonel Joseph C. Wilson, USAF
Commander
93rd Bombardment Wing

Atwater, California

Ted Brodalski
Chairman of the Board
Brodalski & Associates Inc., Realtors

Michael E. "Mike" Dozier
Coordinator
Redevelopment Agency

J. Frontella
Mayor

Timothy A. Miller
Community Development Officer

Thomas Smith
City Manager

Merced, California

Cliff & Yvonne James
Owner/Manager
James Properties

Dwayne Milnes
City Manager

John S. Pazin
Distributor
Prazin Oil Company

Washington, D.C.

Department of the Army

Major Richard M. Bridges, USA
Chief
Office of the Secretary of the Army
(Speakers, Inquiries and
Organizations Branch)

Colonel David H. Burpee, USA
Public Affairs Officer
MDW
Fort McNair

LTC Vince V. Falleti, USA
MDW/DRM
Fort McNair

Gene Gamble
Chief, Community Relations Division
Office of the Secretary of the Army
(Office of the Chief/Public Affairs)

Colonel Richard A. Ross, Jr., USA
Chief of Staff
MDW
Fort McNair

Department of the Navy

CDR Mark Neuhart, USN
Assistant Chief of Information
Plans, Policy and Community Programs
Secretary of the Navy
(Office of Information)

Major Lyn Loyd Creswell, USMC
Land Use Planning Officer
Land Use Planning and Military
Construction Branch
Headquarters U.S. Marine Corps

Department of the Air Force

Lt. Col. Jan F. Dalby, USAF
Chief, Civil Affairs Branch
(Programs Division)
Secretary of the Air Force
(Office of Public Affairs)

Office of the Secretary of Defense

Office of Economic Adjustment

Pamela A. Doyle
Project Manager

Wally Bishop
Senior Project Manager

Colonel Rand Brandt, USAF
Acting Deputy Director

Colonel John Gay, USAF
Air Force Liaison to OEA

Captain Kathleen Hansen, USN
Navy Liaison to OEA

LTC Leonard Hassell, USA
Army Liaison to OEA

Kenneth Matzkin
Project Manager

Helene O'Connor
Acting Deputy Director

Public Affairs

LTC William S. Birdseye, USA
Policy and Special Programs Officer
Community Relations

Captain Douglas S. McCurrach, USN
Director
Community Relations

Installations

Jerry Kauvar
Director
Graduate Program

Laurence V. Mason
Deputy Director for Quality Services

Mahlon (Sonny) B. White
Deputy Director
Graduate Program

**International Cities Management Association
(ICMA)**

Geoffrey Bogart
Project Manager

Gerard Hoetmer
Director
Grants & Contracts

William D. McClelland
Project Manager

ICMA Project Advisory Committee

Lou Fox
City Manager
San Antonio, Texas

Jim Gilley
City Manager
Lancaster, Pennsylvania

Craig McDowell
City Manager
Corpus Christi, Texas

Terry L. Novak, Ph.D. (Chairman)
City Manager
Spokane, Washington

John O'Keefe
Associate Director
Michigan Municipal League
Ann Arbor, Michigan

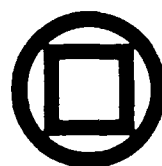
Gray Olive
City Manager
Columbia, South Carolina

Jim Oliver
City Manager
Norfolk, Virginia

Dave Svanda
City Manager
Marquette, MI

Municipal Year Book

Urban Data Service



ICMA, the professional association
of appointed administrators
serving cities, counties, regional councils,
and other local governments

ICMA

1120 G Street, NW
Washington, DC 20005
(202) 626-4600

MILITARY/CIVILIAN RELATIONS—1988

Dear Chief Administrative Officer:

ICMA and the Department of Defense have joined forces to study military/civilian relationships in United States communities. This project seeks to uncover areas of cooperation and conflict in local government and installation interactions. The findings of the project will help ICMA and the Defense Department in our efforts to foster and encourage exemplary military/civilian relations.

This survey is the main research instrument for the study. An analysis of the survey results will be published in the Municipal Year Book, and an ICMA Baseline Data Report.

The success of this survey depends on your cooperation. Please return the completed questionnaire to ICMA as soon as possible. A postage-paid envelope is enclosed for your convenience. If you have any questions regarding this survey, contact Geoffrey Bogart at (202) 626-4600.

Thank you very much for your participation.

Sincerely,

William H. Hansell, Jr.
Executive Director

Definitions

The following terms and definitions are used throughout the survey:

Installation—Refers to all federal military facilities including bases, stations, commands, munitions centers, testing sites and facilities, and hospitals. (This *does not* include national guard or reserve force facilities.)

Military Personnel—Refers to active duty military personnel and their dependents. Does not include civilians who work for the installation.

1. Is there a military installation in or adjacent to your community? (Adjacent means close enough to share labor force and public utilities.) YES ☐ NO ☐
If "NO," is there a nearby military installation within 10 miles of your community? YES ☐ NO ☐

IF YOU ANSWERED "NO" TO THE ABOVE QUESTIONS, OR IF YOU FEEL THE NEARBY MILITARY INSTALLATION HAS NO SIGNIFICANT IMPACT ON YOUR COMMUNITY, PLEASE STOP HERE, SIGN THE FINAL PAGE, AND RETURN THE SURVEY TO ICMA.

MILITARY/CIVILIAN RELATIONS—1988

2. Please estimate the total number of military personnel living in your jurisdiction
3. Is there more than one installation in or within 10 miles of your jurisdiction? YES ☐ NO ☐
- If "YES," A. Please list them: _____
- B. Please select and name the installation listed in "A" that has the *greatest* overall impact on your community. (Select only one.) _____
- C. Please estimate the total number of military personnel associated with this installation

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Interorganizational Relationships

Please answer all questions using the installation named in the response to question 3B above.

4. Is there a military/civilian relations committee in your community? YES ☐ NO ☐
- If "YES," A. Please indicate the type of military/civilian relations committee that exists. (Check all applicable.)
- ☐ a. Community/base council
- ☐ b. Chamber of Commerce military affairs committee
- ☐ c. Other (please specify) _____
- B. Please indicate which officials attend meetings of the committees identified. (Check all applicable.)
- | COMMUNITY OFFICIALS | INSTALLATION OFFICIALS |
|---|--|
| <input type="checkbox"/> a. Manager/CAO | <input type="checkbox"/> h. Installation commander |
| <input type="checkbox"/> b. Mayor | <input type="checkbox"/> i. Deputy commander |
| <input type="checkbox"/> c. Department heads | <input type="checkbox"/> j. Public works officer |
| <input type="checkbox"/> d. City council members | <input type="checkbox"/> k. Public affairs officer |
| <input type="checkbox"/> e. Chamber of commerce members | <input type="checkbox"/> l. Security officer |
| <input type="checkbox"/> f. Citizens | <input type="checkbox"/> m. Hospital director |
| <input type="checkbox"/> g. Other _____ | <input type="checkbox"/> n. Other _____ |

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5. Does the chief administrative officer ever meet with the installation commander (or equivalent) to discuss issues of relevance to the community? YES ☐ NO ☐
- If "YES," please indicate how many times they met during the last calendar year. (Check only one.)
- ☐ 1-3 ☐ 4-6 ☐ 7-9 ☐ 10-12 ☐ More than 12
6. Are your U.S. Senators or House representative(s) active in your local government's relations with the installation? YES ☐ NO ☐
- If "YES," please explain in what way they are active.
- _____
- _____

7. Do installation and local government department heads communicate on a regular basis, (e.g., installation fire chief/community fire chief, installation public works director/community public works director)? YES ☐ NO ☐
8. In your opinion, has an institutional relationship been established between your local government and the installation that is not appreciably affected by a change in leadership on either side? YES ☐ NO ☐

Operational

9. Are there mutual support agreements between your local government and the installation that address the provision of public services? YES ☐ NO ☐
10. Are there mutual support agreements that are currently being proposed or developed? YES ☐ NO ☐
11. If you answered "YES" to questions 9 or 10, please check all applicable service areas where there are existing or proposed mutual support agreements and indicate who provides (will provide) the service.

SERVICE	PROVIDER		
	Local gov't	Installation	Joint
a. Police protection	_____	_____	_____
b. Fire protection	_____	_____	_____
c. Utilities	_____	_____	_____
d. Refuse collection	_____	_____	_____
e. Transportation	_____	_____	_____
f. Public works and infrastructure	_____	_____	_____
g. Education	_____	_____	_____
h. Waste water treatment	_____	_____	_____
i. Others (please list)	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

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12. Are there mutual support agreements that have been discontinued? YES ☐ NO ☐
- If "YES," please indicate in which service areas there were support agreements and explain why they were discontinued:
- _____
- _____

Education, Health and Social Services

26. How is public education provided in your community? (Check only one)

- ☐ 1. School district ☐ 2. City/county government ☐ 3. Another local government

27. Does the public school system receive impact aid for schooling provided to military dependents? YES ☐ NO ☐

If "NO," has impact aid ever been requested? YES ☐ NO ☐

28. If the public school system receives impact aid, does this aid meet program needs for providing education to military dependents? YES ☐ NO ☐

29. Please estimate the percentage of K-12 students in the local school system that are children of military personnel. %

30. Is there a housing referral office at the installation that assists in locating off-base housing for military personnel? YES ☐ NO ☐ 31

31. In your opinion, is there a sufficient supply of affordable housing in the community? YES ☐ NO ☐

32. Are there local government programs that assist military personnel in finding affordable housing? YES ☐ NO ☐ 2

If "YES," please describe these programs: _____

33. Do military personnel use, on a regular basis, any of the following human services provided by your local government? (Check all applicable)

	YES	NO	NOT PROVIDED
a. General health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 9
b. Family counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Psychiatric counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Drug abuse treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Alcohol abuse treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Family planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Juvenile services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 27
h. Other(s) (please specify)			

☐

34. Does the installation ever rent or donate buildings or recreational facilities to the community? YES ☐ NO ☐

If "YES," please specify: _____

35. Are civilians permitted to use installation recreational facilities? YES ☐ NO ☐ 30

Final Comments

In the space provided below, you are invited to make comments on the relationship between your local government and the installation. If referring to a specific question, please indicate the question number.

Please forward any additional information or supplementary materials on the subjects covered in this questionnaire to Geoffrey Bogart at ICMA.

THANK YOU FOR YOUR ASSISTANCE

Chief Administrative Officer: Name _____ Phone () _____